

# **Fiscal Year 1999 Annual Report**

**Presented to the  
U.S. Agency for International Development  
by the [Eurasia Foundation](#)**



**January 31, 2000**

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## **I. Overview**

## **The Eurasia Foundation**

The Eurasia Foundation promotes the development of democratic institutions and private enterprise in the twelve New Independent States of the former Soviet Union (NIS). Created in 1993 with a major grant from the U.S. Agency for International Development (USAID), the privately managed Eurasia Foundation began its mission by establishing a grantmaking network specially designed to meet the needs of organizations in the field.

By 1995, the Foundation had opened seven grantmaking offices throughout the NIS: Kyiv, Moscow, Saratov, Tashkent, Tbilisi, Vladivostok, and Yerevan. The Foundation added a grantmaking office in Almaty in 1999 and is currently expanding its Baku office—increasing its grantmaking network to nine field offices. In addition to managing grant programs, the Foundation directly implements several projects in areas where achievement of its goals requires more comprehensive efforts.

This report summarizes the accomplishments of the Eurasia Foundation in Fiscal Year 1999 (FY99). In addition to the ongoing implementation of its grant and project activities, the Foundation undertook in FY99 an in-depth assessment of its programs and conducted a strategic planning process with a five-year perspective. This year's achievements are rooted in the results of this long-term review and include: more targeted grantmaking in private enterprise development, public administration, and civil society; key milestones in the Foundation's projects in small business lending, economics research and education, and promoting independent media; an increased focus on program evaluation; and a remarkable \$8.3 million in funds raised from non-U.S. government sources.

## **Eurasia Foundation Grantmaking**

In just six years, the Foundation has awarded over 4,466 grants, totaling more than \$94.8 million of funds from USAID and other sources. In FY99 alone, the Foundation made 970 grants, totaling \$18.2 million, with an average grant size of \$19,000.

The field offices are responsible for approximately 85 percent of all Foundation grants, which they make directly to local organizations in the areas of private enterprise development, public administration, and civil society. These grants can range from as little as a few hundred dollars to as much as \$35,000 or more. The Washington, D.C., office conducts a partnership grant program that comprises roughly 15 percent of the total grants budget. These partnership grants link U.S. and other Western institutions to their counterparts in the NIS with the aim of transferring skills and institutional capacity. Since its creation, the Foundation has funded more than 450 partnerships, 28 of which were in FY99.

A complete list of grants made in FY99 is available in Appendix C of this report.

## **Eurasia Foundation Projects**

In addition to its grantmaking program, the Foundation mobilizes private and government resources to address critical needs not being met by other assistance programs. The Foundation currently operates several such projects, including a small business loan program, an economics education and research project, and an independent media initiative, which are outlined briefly below. More detailed information about these three lead projects can be found in Appendix B. Other project initiatives are discussed in Section II and in Appendix C of this report.

The Small Business Loan Program (SBLP) seeks to generate a more robust small business sector by providing working capital to small and medium businesses while offering hands-on training in effective lending practices to its partner banks in Armenia and Ukraine. In FY99, SBLP received a \$3 million donation from the Izmirlian Foundation to expand its program in Armenia. Appendix D contains the Status of Loan Portfolio as of September 30, 1999.

The Economics Education and Research Consortium (EERC) promotes increased capacity in economics through teaching and research and their connection to sound policy. In Russia, the EERC provides small research grants and a series of complementary seminars, publications, and practical application of research. In Ukraine, the EERC administers a Master's in Economics program at the University of Kyiv Mohyla Academy. EERC Ukraine has graduated two classes, with almost half of the graduates continuing their studies in North America or Europe and some 35 percent finding employment in the public sector in Ukraine.

The Media Viability Fund (MVF) is a joint effort of the Eurasia Foundation and the Media Development Loan Fund (MDLF) to promote a financially independent news media. MVF provides loans to independent regional media for equipment and technical consulting in financial and media management. The MVF has been working with nine clients in Russia and Ukraine, and in FY99 its first two printing presses began operating in Chelyabinsk, Russia, and Lviv, Ukraine. Also in FY99, the MVF received a grant of \$528,000 from the Dutch government to expand the project's technical assistance activities.

## **New Strategic Approach**

Five years into its operations, the Foundation conducted in FY99 a nine-month strategic planning process to reexamine its purpose and potential and to set priorities appropriate to the current stage of development in the NIS. Foundation trustees, worldwide staff, and outside experts reviewed the Foundation's programs and conducted more than 40 interviews of grantees, technical assistance providers, and U.S. government officials. The process yielded a new conceptual framework emphasizing outcomes rather than activities that now guides the Foundation's approach to program implementation and resource allocation.

This new approach does not change the scope of the Foundation's mission or its programs. Section III of this report shows how the Foundation continues to make contributions to and reports on these contributions for all six USAID strategic objectives (SOs): 1.2, 1.3, 1.4, 2.1, 2.2, and 2.3.

The new conceptual framework concentrates the Foundation's activities in three program areas, outlined below. Grantmaking and projects in these areas are intended to promote simultaneously both democratic institutions and private enterprise. This linkage reflects the Foundation's belief that developing market-oriented democracies is an interdependent process that happens over time.

Below is a list of selected grants made in FY99 organized under the three program areas:

- **Private Enterprise Development**

Accelerated Development and Growth of Private Enterprise

- *Women's Entrepreneurship Support Foundation, Kaluga Oblast, Russia:*

To expand a microfinance program in the Kaluga region, including training credit officers and providing approximately 120 loans.

- *Experts and Consultants Intergroup, Moscow, Russia:*

To promote business development through consulting services to small, technology-based enterprises located in the Moscow region.

- *Kyrgyz National State University, Bishkek, Kyrgyz Republic:*

To improve management and marketing programs for business and economics students.

- **Public Administration**

More Effective, Responsive, and Accountable Local Government

- *Tashkent State Economics University, Tashkent, Uzbekistan:*

To support the introduction of a new Bachelor's degree program in municipal management and economics as well as a retraining program for government employees.

- *Association for the Protection of Landowners' Rights, Tbilisi, Georgia:*

To privatize agricultural land more rapidly by developing legislation based on public hearings with government agencies, interest groups, local and foreign experts, and nongovernmental organizations (NGOs).

- **Civil Society**

Increased Citizen Participation in Political and Economic Decision-making

- *Sakhalin Support Center for Public Initiatives, Yuzhno-Sakhalinsk, Russia:*

To offer NGOs technical training seminars on management and organizational development, electronic communication, and intersectoral cooperation.

- *Adilet Higher School of Law, Almaty, Kazakhstan:*

To support the establishment of legal clinics administered by advanced law students, offering consultation services in civil, administrative, labor, and juvenile law to low-income individuals and families.

- *Volgograd Public Fund for Agricultural Collaboration, Volgograd, Russia:*

To introduce pilot arbitration courts in rural areas to address disputes in the agricultural sector.

## **Focusing on Results: Evaluation**

The Foundation began evaluating grant projects in 1994, shortly after it began field operations, and has evaluated hundreds of individual grants since then. Past evaluations have primarily examined whether funded projects were implemented according to plan and whether grant funds were spent correctly—both essential measures of the effectiveness of the Foundation’s grantmaking procedures in its start-up phase.

As the Foundation has matured, greater opportunities have emerged to examine outcomes and learn from experience. In connection with the strategic planning process conducted in FY99 and its subsequent emphasis on results, the Foundation has developed a much more comprehensive approach to evaluating its work. The Foundation now seeks to extract insights from its enormous portfolio of small, diverse projects spread over a large territory that will improve both the performance of grantees and the Foundation’s own decision-making. By incorporating evaluation mechanisms into all aspects of proposal review, program planning, and budget prioritization, and by then appropriately applying the lessons learned, the Foundation will be able to maximize the impact and cost-effectiveness of its programs.

## **Funds Raised and Leveraged**

Since its creation, the Foundation has raised more than \$22.8 million from non-U.S. government sources.

In FY99, the Eurasia Foundation surpassed its \$5.5 million goal for funds raised and leveraged, bringing in over \$8.3 million. The Foundation has expanded its donor base to include foreign governments, foundations, corporations, and private citizens.

Major donations in FY99 include:

- private gifts from individuals totaling more than \$3.1 million for work in Armenia;
- approximately \$500,000 from private corporations, including Citigroup, Boeing, Exxon, and Texaco;
- a \$500,000 contribution from the Carnegie Corporation of New York for the EERC;
- and
- a \$528,000 award from the Dutch government for the Media Viability Fund.

## **Audits**

In the Fall of 1998, the Foundation uncovered evidence of a possible diversion of funds in its Kyiv grants office. The Foundation dispatched an internal audit team to Kyiv, took steps to strengthen its internal financial controls, and notified USAID. Further, to make sure that the incidents in Kyiv did not denote a larger problem, the Foundation launched a system-wide audit of its other regional offices throughout the NIS and uncovered no case of fraud. The USAID Inspector General also began investigating the Kyiv grants office and followed up with its own audit of three other Foundation regional offices. The USAID investigation of the Kyiv office continues.



## **II. Goals Compared to Actual Accomplishments for Fiscal Year 1999**

**(October 1, 1998 - September 30, 1999)**

## **Actual Accomplishments Compared to Goals Established for the Period October 1, 1998 – September 30, 1999 (FY99)**

### **Achieving Broad Geographic Reach**

In FY99, the Eurasia Foundation made 970 grants totaling more than \$18 million. A complete list of these grants according to Strategic Objective can be found in Appendix C of this report.

The Eurasia Foundation is unique in its reach to all 12 countries of the Newly Independent States (NIS). Grantmaking in FY99 demonstrates the Foundation's continued emphasis on achieving a broad geographic reach. In particular, the Foundation restructured its Central Asia operation in response to the increasing interest and potential for increasing the impact of its programs in Central Asia. As of March 1, 1999, the Eurasia Foundation now has a Tashkent Regional Office (for Uzbekistan, Tajikistan, and Turkmenistan) and an Almaty Regional Office (for Kazakhstan and Kyrgyzstan).

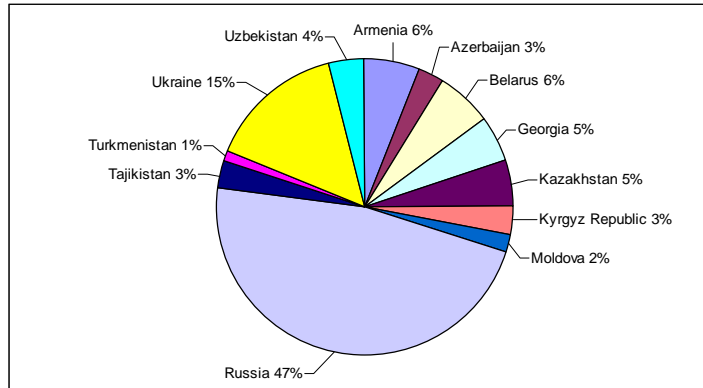
Plans are underway in the Caucasus for an expansion of the Baku office in early 2000 to a full grantmaking operation as the Foundation's regional offices in Tbilisi and Yerevan continue their robust grantmaking programs. The Foundation also plans for the Synergy program, serving cross-boarder grantmaking throughout the Caucasus, to establish a regional office in Tbilisi, Georgia.

Drawing on this expanded institutional infrastructure, the Foundation made grants to over 185 cities in FY99 throughout the entire NIS, including such difficult operating environments as Tajikistan, Turkmenistan, Belarus, and the Russian Far East.

Tables I and II on the facing page provide additional insight into Foundation grantmaking and geographic reach in FY99.

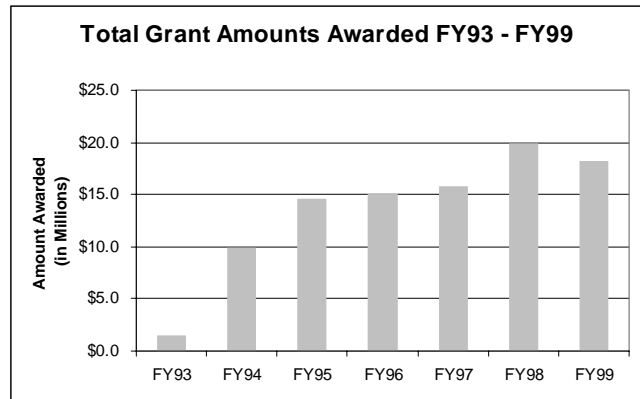
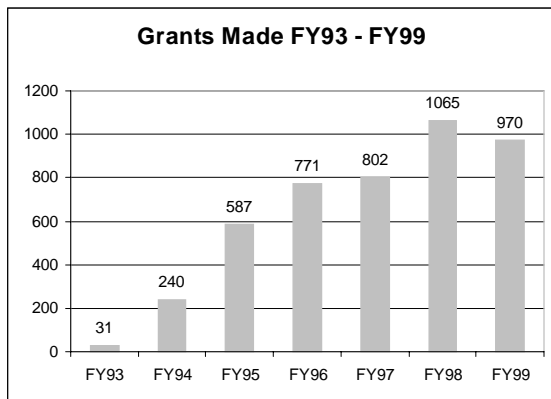
**Table I. Grants Awarded By Country**

Country	Grant \$	% of Total \$
Armenia	\$1.14 million	6
Azerbaijan	\$0.48 million	3
Belarus	\$1.08 million	6
Georgia	\$0.97 million	5
Kazakhstan	\$0.96 million	5
Kyrgyz Republic	\$0.57 million	3
Moldova	\$0.40 million	2
Russia	\$8.59 million	47
Tajikistan	\$0.42 million	3
Turkmenistan	\$0.21 million	1
Ukraine	\$2.66 million	15
Uzbekistan	\$0.75 million	4
<b>TOTAL</b>	<b>\$18.23 million</b>	<b>100</b>



**Table II. Grant Volume FY93 - FY99**

Fiscal Year	Number of Grants Awarded	Total Amount Awarded	Average Grant Size
FY93	31	\$1,500,000	\$48,000
FY94	240	\$9,900,000	\$41,000
FY95	587	\$14,600,000	\$25,000
FY96	771	\$15,000,000	\$19,000
FY97	802	\$15,800,000	\$20,000
FY98	1065	\$19,800,000	\$19,000
FY99	970	\$18,200,000	\$19,000
<b>TOTAL</b>	<b>4,466</b>	<b>\$94,800,000</b>	<b>\$21,000</b>



## Raising and Leveraging Funds

The Eurasia Foundation has had great success in raising and leveraging non-U.S. government funds since its establishment. FY99 set a record of over \$8.3 million raised and leveraged. This brings the Foundation's total to \$22.8 million. In FY99, the Foundation expanded its donor base significantly beyond the foundations and foreign governments that have been its major contributors in the past. Corporations, for example, donated nearly \$500,000, and individuals from the Armenian Diaspora community donated over \$3.1 million.

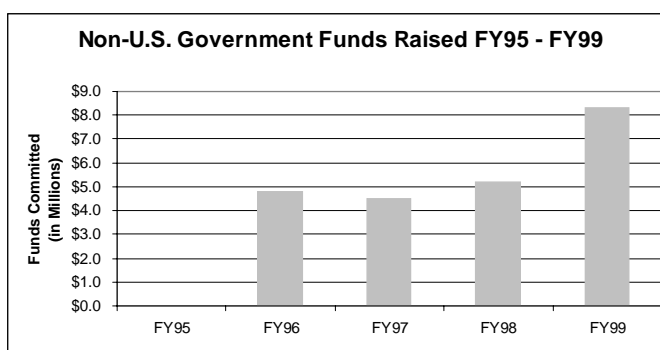
In addition to the growing number of private individuals who contribute to the Foundation, funding partners in FY99 included:

- The Boeing Company
- The Carnegie Corporation
- The Citigroup Foundation
- The C.S. Mott Foundation
- Exxon Corporation
- The Government of the Netherlands, Ministry of Foreign Affairs
- The Government of Ukraine, Enterprise Support Foundation
- The Ford Foundation
- The John D. and Catherine T. MacArthur Foundation
- The Norwegian Royal Ministry of Foreign Affairs
- The Open Society Institute
- The Soros Foundation
- Texaco Global Fund
- The World Bank

To achieve this success, the Foundation actively seeks opportunities to educate prospective funders of Eurasia Foundation activities. The Foundation also participates in a number of national and international forums to look for possible areas of collaboration with like-minded institutions.

**Table III. Funds Raised FY95 - FY99**

<b>Fiscal Year</b>	<b>Funds Committed</b>
FY95	\$10,000
FY96	\$4,800,000
FY97	\$4,500,000
FY98	\$5,200,000
FY99	\$8,300,000
<b>TOTAL</b>	<b>\$22,810,000</b>



## **Systematic and Comprehensive Evaluation**

In previous years, the Foundation focused the evaluation of its programs chiefly on project implementation and cost accounting. While this orientation was appropriate during its start-up phase, far greater opportunities have arisen for the Foundation, as it has matured, to examine outcomes more thoroughly and to learn institutionally from experience. With the new conceptual framework developed in FY99, the Foundation has now shifted its focus to results—program outcomes and lessons learned from actual experience. The Foundation defines its approach to evaluation to include the following elements:

- While it is impossible to evaluate grantmaking and projects in a controlled environment where scientific method can be applied in pure form, the Foundation must strive to make evaluation as systematic and objective as possible.
- Evaluation should take place at the beginning, middle, and end of a program or project cycle.
- Evaluation should take place at a variety of levels, such as individual grants, program clusters, and Foundation-wide policies and decisions.
- It is essential that evaluation examine program design, implementation, and results while also appraising program efficiency and sustainability.
- Information resulting from the evaluation process must be useful and provide maximum benefit to both external and internal audiences.

Not only has the Foundation shifted its focus in evaluations, it has also made the entire evaluation process a greater organizational priority. The budget for evaluation has increased significantly, bringing it in line with most foundations. With this greater institutional commitment to evaluation, and drawing on the principles outlined above, the Foundation is in a position to build evaluation into every aspect of proposal review and program development, thereby maximizing the impact of its programs and the cost-effectiveness of its resource allocation.

## **Responsiveness**

Since its establishment, the Eurasia Foundation has endeavored to respond quickly to grant applications. The Foundation continues to maintain an open-door policy of accepting inquiries and proposals on a rolling basis at all of its offices. The Foundation also sponsors periodic grant competitions that focus on a particular topic or region. The competition process, which involves extensive outreach to indigenous organizations in far-flung regions of the NIS, serves as a valuable programmatic tool by focusing on strategic priorities and often helping to leverage additional funds.

In FY99, the Eurasia Foundation commissioned a study of field office efficiency. The analysis revealed great diversity in proposal development times across field offices. For example, the time taken from receipt of a proposal to disbursement of the first grant payment differed by a factor of three. This differential can stem from a variety of factors, including grantee responsiveness, review procedures within each office, communications, and geography. Eurasia Foundation Field Directors are already streamlining their procedures in line with the best practices identified in the study. Indicators will be established to monitor and track improvements, contributing to more regular grant volume throughout the fiscal year.

Once a grant application or competition submission is received, the Foundation either issues a rejection, makes a grant, or enters into formal discussions to bring the project up to specifications. The Eurasia Foundation accepts proposals in Russian as well as English. By allowing applications to be submitted in Russian, the Foundation both speeds the review process and encourages those without expert English language skills to seek technical assistance alongside their English-speaking neighbors.

Eurasia Foundation grantmaking is largely field-driven. The vast majority of grants are approved directly by the field offices, which approved approximately 85 percent of Foundation grants in the past fiscal year. Field offices are authorized to approve grants up to \$35,000 without prior authorization from Washington. Field offices make grant decisions after consulting with local advisory boards, which consist of foreign as well as local experts in such areas of expertise as business development, public administration, and other topics relevant to the Foundation's mandate. Advisory boards add significantly to the review process by bringing in outside perspectives as well as broad networks of contacts. The average Foundation award in FY99 was \$19,000. Table IV indicates the overall distribution of grant awards by size.

## **Complementing Other U.S. Government Efforts**

The Eurasia Foundation's programmatic priorities continue to align with the Administration's emphasis of promoting the development of private enterprise and civil society in the NIS. In fact, the Foundation's focus of working outside of the capital with regional governments and local organizations is becoming more recognized as a strength as the orientation of the U.S. government aid programs moves beyond Moscow and Kyiv to cities such as Tomsk and Lviv.

In addition, the Eurasia Foundation's grant agreement calls upon the Foundation to "wherever possible, find synergies among its—and others'—grantmaking and lending programs." In both its grantmaking and its targeted projects, the Foundation seeks to work with other donors where feasible. In addition to collaborating with the private and foreign donors listed already, the Eurasia Foundation endeavors to support efforts that mesh with other U.S. government activities and to work with implementers funded by the U.S. government.

A good example of this cooperation is found in three initiatives the Foundation has undertaken in collaboration with USAID and other US government implementers: the Synergy Program in the South

Caucasus, the Ukrainian Housing Sector Reform Program, and the Media Strengthening Program in Armenia.

In close cooperation with the U.S. embassies and USAID missions in the region, in 1998 the Eurasia Foundation established the South Caucasus Synergy Program to facilitate greater contact and cooperation among leading organizations in Armenia, Azerbaijan, and Georgia. The impetus for the program came from Foundation grant-recipient organizations that wished to increase collaboration to solve common problems and promote regional development. These organizations shared the Eurasia Foundation's belief that joint projects aimed at region-wide change represent the best mechanism to promote both national and trilateral development.

To help overcome the political and economic obstacles to regional integration, the Synergy Program is designed to support cross-border projects in areas such as business development, civil society building, and public administration. Through its grantmaking and communication-enhancement activities, the Synergy Program is making inroads to greater cooperation and accelerating the region's transition to democracy and a market economy. In FY99, the Foundation made 100 Synergy Program grants throughout the South Caucasus. A complete list of Synergy grants can be found according to country in Appendix C of this report.

Another example of collaboration between the Eurasia Foundation and the U.S. government is the Ukraine Housing Sector Reform Program, which the Eurasia Foundation undertook in FY98 at the request of the USAID mission in Kyiv. Under this program, the Eurasia Foundation manages a large grant to the Housing and Municipal Reform Support Center (HMRSC), a Ukrainian institution that seeks to promote large-scale reform within the housing sector and improve the delivery of essential services mainly through the creation of condominium associations and private maintenance and management (PMM) of privatized buildings. Condominium associations give groups of owners the right to use, maintain, and manage independently their common property, while technical assistance to promote PMM helps city officials and residents alike to meet their housing maintenance needs at a reasonable cost. Since October 1998 under this HMRSC program, more than 170 condominium associations have been created, more than 29 private companies have concluded maintenance agreements, and thousands of consulting hours have been devoted to tenants. As a result of the ongoing audit of Eurasia Foundation grants in Ukraine, the grant to HMRSC is currently suspended.

A third example of collaboration between the Eurasia Foundation and the U.S. government is the Armenian Media Strengthening Program (MSP), which the Foundation undertook at the invitation of the U.S. Embassy and USAID mission in Armenia. The MSP seeks to modernize independent newspaper operations in Armenia through:

- the establishment of an alternative, state-of-the-art, commercially viable newspaper press;
- training for newspapers in all production stages ranging from typesetting to final printing; and
- an alternative distribution system initially in urban centers and later expanding to the regions.

The expected result of the MSP is a more efficient and technologically advanced newspaper sector that

can produce and market visually appealing and appropriately priced independent newspapers.

At the end of calendar 1999, a new printing press was delivered to the Gind Printing House in Yerevan, which won an open competition to become the Eurasia Foundation's implementing partner. Through a combination of grants and loans provided by the Foundation, Gind received printing and plate-making equipment with the capacity to upgrade design and print quality in a cost-effective manner. Additionally, with financial support that the Foundation solicited from the Cafesjian Family Foundation in FY99, 21 newspapers will require training and upgraded capacities in order to operate using the new system and to produce higher quality print products.



### **III. Report By Strategic Objective**

## Report by Strategic Objective

Below is a broad narrative with selected highlights demonstrating the topical and geographical breadth of Eurasia Foundation activities in FY99 organized with reference to USAID Strategic Objectives (SOs) 1.2, 1.3, 1.4, 2.1, 2.2, and 2.3. For more detailed information regarding Foundation grants or specific SOs in certain countries or regions, please refer to Appendices A and C.

Note: Since some strategic objectives are broader than others, certain grants might conceivably be categorized under multiple SOs; in such cases, a decision was made to classify the grant in a single SO category. For example, many of the grants that the Foundation makes in support of economics education or the development of private enterprise also support greater citizen participation in political and economic decision-making because these grants are often given to nongovernmental organizations (NGOs). All grants made in the last fiscal year are recorded and reported under the most appropriate SO and country of impact.

### A. SO 1.2: Increased soundness of fiscal policies and fiscal management practices.

- **Rationale:** Notwithstanding the significant progress made in this area by many technical assistance providers and the NIS governments themselves over the last several years, the need for economics education in the NIS is as strong as ever. The banking and financial crisis in Russia of 1998 and 1999 underscores the idea that, in order to secure the long-term success of market institutions in transition economies, a sound, consistent set of economic and fiscal policies must be developed and maintained in the countries of the region. Educational institutions and professional associations can improve skill levels, heighten ethical and professional standards, and promote better informed policy decisions and their attendant regulatory and legal frameworks. Small grants and international partnerships can help build local capacity and transfer the skills necessary to link reliable economic information and professional economists with policy makers in the NIS.
- **Eurasia Foundation Activities:** The Eurasia Foundation addresses the challenge of improving fiscal policy and management practices both through the Economic Education and Research Consortium (EERC) and through its grantmaking programs in the field and Washington, D.C.

Operating in Russia and Ukraine, the EERC builds professional capacity in economics through support for policy-oriented research and graduate-level economics education. In Russia, the EERC has created an independent network of economists pursuing policy-oriented economic research. EERC's Russian Research Program offers network members a combination of competitive grants, technical assistance, and opportunities for professional publication. In the past fiscal year, two research workshop/grant competitions were conducted, yielding over 200 proposals, just under 40 percent of which were from women. The EERC Russia staff has worked actively to attain a broad geographic reach, and, in the past year, over 75 percent of applicants have been from outside of Moscow. In Ukraine, the EERC administers a Master's degree program in economics, the first to be

recognized internationally for the quality of its teaching and its graduates. The program is run in conjunction with a Ukrainian partner, the National University of Kyiv-Mohyla Academy. The two-year curriculum offers English-language coursework similar to that available in Western Europe or North America. In Fall 1999, the program reached full enrollment at 100 students and now graduates 40 to 50 students annually. For a more complete description of the EERC, please refer to Appendix B.

Under this strategic objective, the Eurasia Foundation's grant programs complement EERC's activities. In a major grant initiative involving the World Bank Institute (WBI) and the Islamic Development Bank, the Foundation has agreed to fund a three-year program to improve market-oriented economic policy and education in Central Asia. In 1998, the first year of this joint program, 30 economics professors from leading educational institutions in the five countries of the region received advanced training in economic growth strategies, trade and investment policy, and macroeconomic management. These teachers in turn trained over 700 local and mid-level government officials in FY99. This joint program is an example of an excellent leveraging opportunity for the Eurasia Foundation, where the Foundation would not be in a position to provide such high-quality and extensive training through its traditional small grants program alone.

In Russia, the Foundation has given small grants to educational institutions, business centers, and industry associations with the aim of improving long-term economic policies and business practices. For example, the Foundation awarded a grant to the Russian American Education Center to create an educational center for accounting teachers in three areas of the Russian Far East: Khabarovskii Krai, Chita Oblast, and the Sakha Republic (Yakutia). The Center's long-term objective is to promote international accounting standards and thereby improve the business climate throughout the region. The Foundation also awarded a grant to the Kyrgyz-American Department of Kyrgyz State University to investigate how small businesses and public administrations adjusted during the transition years between 1991 and 1998 with the objective of advising business people, specialists, and donors in future reform efforts. Finally, in the Caucasus, the Foundation joined the U.S. Information Service and the Open Society Institute in presenting a grant to Giogene Publishers of Georgia to translate, publish, and distribute to universities the graduate-level textbook *Principles of Economics* by George Mankiw.

## **B. SO 1.3: Accelerated development and growth of private enterprises.**

- **Rationale:** Small businesses are the living link between the market economy and ordinary citizens. For this link to become strong, new enterprises require more than mere access to capital. Emerging businesses in the NIS require a whole spectrum of related resources to flourish, including business education programs, demand-driven professional training programs, and financially sustainable business support associations; the removal of regulatory impediments to the emergence of small businesses; and effective legal mechanisms protecting economic rights. If such measures can be implemented successfully in the NIS, a new class of entrepreneurs, equipped with a new understanding

of business and supplied with sufficient capital, can help anchor the future of reform.

- **Eurasia Foundation Activities:** The Eurasia Foundation has endeavored to promote the growth of enterprises in the NIS at a variety of levels, with a particular focus on building the human resources necessary to launch and grow such enterprises. Consequently, the Foundation has sought to improve the quality and sustainability of business education programs in the NIS through support of a number of undergraduate and graduate business schools over the years.

For example, in Belarus in FY99 the Foundation launched a graduate-level business education program. The initiative fosters partnerships between educational institutions in Belarus and their counterparts in the United States and other countries. Examples of projects supported under this program include a partnership between the State University of New York at Buffalo and the Yanka Kupala State University of Grodno; and another between Central Connecticut State University and the European Humanities Institute in Minsk. The Eurasia Foundation grants assist Belarusian institutions to develop new curricula, train faculty, expand library and computer resources, and adopt sustainable financial and administrative practices. Grant funding is provided in three phases: exploratory grants to establish new partnerships; implementation grants to support joint efforts by partnering institutions to establish degree programs in Belarus; and institutional development grants to help the strongest programs reach internationally accepted academic standards.

In the South Caucasus, the Eurasia Foundation provided funding in FY99 through a business association competition to local nonprofit associations representing the interests of businesses in selected industrial sectors and regions. The Foundation awarded seed grants to support the planning necessary to establish new business associations in sectors where businesses have expressed a need for an association to represent their interests. New business associations created as a result of this competition include the Union of Realtors of Georgia, the Georgian Marine Agencies and Brokers Association, and the Agrarian Scientific Information Center of Azerbaijan, among others. For established associations, grants supported the development of new member services as well as institutional capacity building. The goal is to promote effective, member-driven associations that are able, on a sustainable basis, to serve members and promote sound public policies.

In the Kyrgyz Republic, in FY99 the Foundation awarded a grant to the National State University to improve curricular resources for business and economics students in the subjects of management and marketing. Among other elements, the project translates into Kyrgyz an educational software program compiled by international specialists that has proven successful at Kazakhstan State University.

In Moldova, the Foundation implemented a program to increase public and government support for economic reforms by increasing the quality and quantity of media coverage on business and economic development issues. The program consists of an introductory seminar, a weeklong training course, and internships at successful economic newspapers in Romania and Russia. Winners of a four-month competition for the best economic development coverage then participate in a study abroad trip to a country with a more developed market economy, where they receive additional training and exposure to market economics.

In Russia, through a joint program with the Open Society Institute, the Foundation has worked to facilitate the integration of discharged military personnel into the private sector. Regional organizations such as the Regional Center of Social Adaptation of Military Servicemen of Moscow Oblast and the Educational Center of Leningrad Oblast have developed cost-effective models to increase the business skills of former servicemen and reduce unemployment. This model continues to be disseminated to organizations working with this population in Russia's regions.

### **C. SO 1.4: A more competitive and market-responsive private financial sector.**

- **Rationale:** Capital is needed for businesses to grow, for nonprofit organizations to operate, and for local government to function. The Foundation works to increase local sources of funding for small businesses and private organizations as well as to promote sound financial structures in the public sector. Through programs with financial intermediaries such as banks, credit unions, cooperatives, and microcredit organizations, the Foundation helps infuse capital into the small business sector while fostering sound professional and ethical business practices.

- **Eurasia Foundation Activities:** The Foundation's efforts under this strategic objective in the past have focussed on its small business lending programs in Armenia, Ukraine, and Russia. Since the financial crisis of 1998, the Foundation's lending program in Russia has been suspended, while the lending programs in Armenia and Ukraine have continued to grow. In the FY99, the Foundation increased the engagement of its grant programs in this sphere with a number of innovative grants to emerging microfinance initiatives.

The Eurasia Foundation's work on improving access to capital for small businesses centers on the Small Business Loan Program (SBLP), which partners with local commercial banks to offer loans with longer maturities and lower interest rates to small businesses in Armenia and Ukraine. Emphasizing intensive interaction between SBLP specialists and local bank staffs, the program introduces small business credit analysis and collection methodology to partner banks. Eurasia Foundation loans also create jobs in economically depressed regions and help produce a new generation of NIS entrepreneurs with practical business experience. Even in the aftermath of the August 1998 Russian financial crisis, which adversely affected neighboring states, the SBLP has proven to be a dynamic tool. In FY99, the SBLP in Armenia disbursed 20 new loans totaling \$679,794 and creating 153 jobs. Since its establishment in 1995, the SBLP in Armenia has disbursed \$4,115,053 through 141 loans and has created 1,012 jobs. In FY99, the SBLP in Ukraine made five new loans totaling \$246,728 and creating 73 jobs, bringing its totals since establishment in 1995 to 18 loans totaling \$883,328 and creating 255 jobs. For more information on SBLP, please refer to Appendix B. The status of the Loan Portfolio as of September 30, 1999, can be found in Appendix D.

The Foundation's support of a more competitive and responsive private financial sector includes small grants made in FY99 to community loan funds and providers of microfinance services. For

example, in Russia's Kaluga Oblast, the Foundation awarded a grant to the Women's Entrepreneurship Support Foundation to create five new affiliate offices for its microlending program, which includes training credit officers, providing consulting services, and issuing approximately 120 loans to women starting their own businesses. The Foundation also gave a grant to the Foundation for International Community Assistance Center to establish regional training and technical assistance programs for microcredit practitioners in the countries of Armenia, Azerbaijan, Georgia, the Kyrgyz Republic, and Russia. Finally, the Foundation gave a grant to the Khujand Business Women's Association of Tajikistan to create a microcredit training center in cooperation with two other local NGOs—a project that entails developing training programs and materials on managing credit and building sustainable microfinance institutions.

#### **D. SO 2.1: Increased, better-informed citizens' participation in political and economic decision-making.**

- **Rationale:** Governmental restructuring and market reforms cannot take root in the absence of a concomitant increase in citizen participation in the political and economic life of their country. In most NIS countries, citizens have not fully re-engaged in public affairs after decades of Communist rule that kept citizens on the outside as a matter of policy. With the Soviet state and Communist party apparatus in control of virtually everything, only the party elite were able to participate in political and economic decision-making, even at the local level. When the Communist system collapsed and widespread reforms were introduced, the stimulation of citizen involvement in political and economic issues became a primary concern for private and public organizations alike. Likewise, the free flow of information also became a priority, in that it relates directly to the development of an informed citizenry capable of making important decisions.

- **Eurasia Foundation Activities:** The Eurasia Foundation's efforts under this strategic objective focus on support for independent media, nongovernmental organizations (NGOs), and electronic communications. In the media sector, the Media Viability Fund (MVF), operated by the Foundation in concert with the Media Development Loan Fund in Russia and Ukraine, plays a central role. In recent years, a wide variety of nongovernmental publications have emerged to provide NIS citizens with news and views from many perspectives. Yet despite the increasing variety of information available in the NIS, two obstacles continue to hinder the development of a truly independent press. First, most nongovernmental newspapers still rely on government-controlled printing presses and distribution systems. These government monopolies can be used to limit press freedom. Second, editors often lack the management skills necessary to operate their newspapers as financially viable enterprises.

To address these two obstacles, the MVF provides low-interest loans to establish independent printing presses, thus breaking the government monopolies. The MVF also provides training to help nongovernmental newspapers become independent by operating as profitable enterprises in a competitive market. Together, loans and training help change the way local governments and potential investors view the independent press. By equipping newspapers with the tools to develop their

businesses, the MVF fosters healthy competition among independent newspapers while leveling the playing field between independent and government-sponsored publications. In the past year, the MVF increased its portfolio of clients, and saw the installation and operation of rotary presses at two MVF newspapers, Express in Lviv, Ukraine, and Chelyabinskii Rabochii in Chelyabinsk, Russia. These presses provide alternatives to government printing services in both service and printing quality.

In addition to core funds from USAID, the MVF program is funded by a grant of \$528,000 from the Royal Netherlands government received in January 1999 and funds from MDLF. In Fall 1999, MVF learned that a loan project proposed in August 1998, Crisis Capital for Independent Regional Media in Russia, would be supported by two funders, the Open Society Institute and the Swiss government. The entire project will total more than \$3,500,000, of which more than \$2,800,000 will be disbursed as loans. For more information about the MVF, please see Appendix B of this report.

The Eurasia Foundation—in addition to the MVF in Russia and Ukraine—also channels funds to other regions in particular need of support in the media sector. In Armenia, the Eurasia Foundation operates the Armenia Media Strengthening Program (MSP) in an effort to expand access to rotary printer technology and ultimately open up the publishing industry. Selected under a country-wide competition, the Gind Printing House of Yerevan received a joint grant and loan award to buy a full-color rotary press and other equipment. The press arrived in Yerevan at the end of calendar year 1999, and, after training is completed, Gind Printing House will open the only independent commercial printing house using such a press in Armenia and will compete head-to-head with the existing, government-owned monopoly press. As with the MVF, the Armenia MSP is designed to reduce government monopolies and increase private capabilities in the hopes of stimulating the development of an informed, active citizenry.

The Eurasia Foundation has also worked in FY99 to promote citizen participation and information in other ways. For example, the Synergy Program conducted through the Caucasus Regional Office fosters cooperation among grantees in Armenia, Azerbaijan, and Georgia through cross-boarder projects, each involving organizations from at least two of the three South Caucasus countries. Winners in the Synergy Linkage Grant Competition of FY99 included the Association of Information Specialists to create libraries and information centers elections; the Yeni Nesil Journalists Union to promote cooperation among journalists and other members of the South Caucasus media; and the Green Wave Association to increase cross-border dialogue on regional issues through live radio broadcasts to Armenia, Azerbaijan, and Georgia.

In Russia, the Foundation awarded an FY99 grant to the SPROS Information and Publishing Fund to create a Consumer Reports-style news bulletin service for the media. Reports that include consumer surveys, analytical articles, and related news are distributed electronically on a biweekly basis to 1000 mass media outlets throughout Russia. In another example, the Center for Youth and Child Creativity in southern Russia received a grant in FY99 to increase the civic responsibility of teenagers by supporting the creation of a weekly TV program covering topics such as teenage crime, students' rights, and drug and alcohol abuse.

Also in Russia, the Foundation awarded a grant for a project aimed at increasing truth in advertising by strengthening advertisers' self-regulation. The project will develop a certificate of quality in advertising proving compliance with Russian law on advertising and with standards adopted by the Russian Association of Advertising Agencies. The program will also offer advertisers specialized training on the Association's standards and their applications. Information on the initiative will be published in the media and on the Internet.

In FY99 the Foundation held the Belarus Citizens' Rights Initiative grants competition in conjunction with the C.S. Mott Foundation with the objective of helping Belarusian citizens assert and defend their own rights as guaranteed by Belarusian law. The winning grantees included organizations working outside of Minsk to promote awareness of civil rights—for example, the Hrodna Regional Association, the Smorhon Society for Consumer Protection, and the L. Sapieha Fund for the Support of Democratic Reforms in Homel, Mahileu, and Brest.

Finally, in Central Asia, the Foundation worked to increase better-informed citizen decision-making through small grants to university journalism programs, including Samarkand State University in Uzbekistan and Turkmen State University in Turkmenistan. The Foundation also promoted access for local journalists to current and accurate information in Uzbekistan through a grant to the Samarkand newspaper for the establishment of a press center.

## **E. SO 2.2: Legal systems that better support democratic processes and market reforms.**

- **Rationale:** For organizations that work in the former Soviet Union it has become evident that political and economic reform will not be achieved by a rewriting of legal codes or restructuring of judicial institutions alone. The emergence of new parliaments and the establishment of new courts of law will remain sterile exercises if the means of implementing and enforcing legislation are not available; court systems will not be able to operate if competent practitioners do not populate it. While a great deal of important work has been accomplished in establishing the rule of law in the NIS, bottom up pressure—to test these new structures, to provide qualified specialists to operate the systems, and to offer citizen access to these systems—is essential if these changes are to have a tangible effect on the lives of citizens.

- **Eurasia Foundation Activities:** The Eurasia Foundation addresses the strengthening of legal systems by promoting legal advocacy groups, by encouraging alternate mechanisms of dispute resolution, by supporting professional law associations, and by supporting local efforts to improve the quality of legislation, among others. For example, the Foundation gave a grant in FY99 to the first independent arbitration court in Kazakhstan. The project supports the development of an alternative means of dispute resolution outside the court system, together with a handbook on the center and a series of technical seminars for lawyers, local and foreign businesses, government



representatives, and university law faculty.

To increase access to labor, civil, family, and enterprise legal assistance for the poor, the Eurasia Foundation provided a grant in FY99 to the Leader Public Youth Organization to create two free legal clinics in Kazakhstan. Staffed by local law students and instructors, the project provides computers and free legal database access, legal texts for the library, and training for consultants who will supervise the volunteer law students. Also in Kazakhstan, the Adilet Higher School of Law received a Foundation grant to establish three legal clinics administered by students of a private law school. Students offer low-income individuals and families free consultations in civil, administrative, labor, and juvenile law.

In Georgia, the Foundation provided a grant to the Association for the Protection of Landowners' Rights (APLR) to identify opportunities to encourage civic participation and legislative reforms and to provide legal consultations on private ownership rights. This followed an earlier grant through which the APLR helped citizens learn about the land reform process, published the country's first Landowner's Handbook, and conducted seminars for businesspeople, state employees, and representatives from NGOs.

Finally, under a special grant from USAID, the Eurasia Foundation's Vladivostok and Moscow Regional Offices conducted region-wide competitions for projects supporting citizen initiatives aimed at preventing crime and corruption. The competition solicited projects to increase citizen involvement in crime prevention, to promote legislative reform, and to strengthen existing local organizations that are active in preventing crime and corruption.

## **F. SO 2.3: More effective, responsible, and accountable local governments.**

- **Rationale:** In the wake of the Soviet Union's collapse, the once highly rigid system of centralized control has given way to a situation where federal and local governments bear the burden for numerous responsibilities once handled by the central authority. Now, new federal and local governments not only must formulate various policies without support from the center, but local authorities must also take on matters with which they never dealt before. Indeed, many local governments have had to undertake duties previously jealously guarded as the exclusive domain of the central authorities. For local governments to embrace these expanded responsibilities, it is necessary to equip local institutions, public servants, and citizens with the appropriate tools. This requires, among other things, training local government officials in effective management practices, public finance, and budgeting; increasing the professional qualifications of administrative staffs; and broadening access to the reliable information needed to make responsible management decisions. Without more competent, responsive, and professional governments at the local level, economic and political reforms undertaken at higher levels will not gain traction with ordinary citizens.

• **Eurasia Foundation Activities:** The Eurasia Foundation helps promote the development of more effective, responsible, and accountable local governments primarily through its grantmaking program. Some examples of the several dozen grants made by the Foundation in FY99 to support local government development are listed below.

The Foundation awarded a grant to Tashkent State Economics University to develop a retraining program for municipal employees and a Bachelor's degree program in municipal management and economics—a complex project that involves studying similar programs at other institutions, creating a new curriculum, a training program, and a textbook. In the Kyrgyz Republic, the Foundation gave a grant to the Ministry of Finance to research reform and economic transformations in Central Asia since the dissolution of the Soviet Union with the ultimate goal of helping local governments benefit from lessons learned throughout the region.

In the Caucasus, the Foundation gave a grant to the American University of Armenia to improve that institution's program in public policy and management through the development of internships at government agencies for second-year students. Also in the Caucasus, the Foundation awarded a grant to develop a seminar series for journalists on the role of media in transitional democracies—a project that aims to promote the accountability of local officials by improving the level of investigative journalism in the region.

In FY99, the Foundation held a public administration competition in the Russian Far East to address the challenge of reorganizing the functions and services of local and regional governments. Winners included the Republic of Buryatiya's Ministry of Economy and International Relations to train regional administrative leaders and employees in budgetary planning; the Elizovo District Administration of Kamchatka to study legal initiatives of municipal governments in other regions and produce a newspaper column covering issues of self-government; and the North-East Interdisciplinary Scientific and Research Institute to conduct advanced training in analytical decision-making for government employees in Magadan Oblast.

The Eurasia Foundation has implemented other grant competitions in support of promoting accountable local government. In Ukraine, for example, the Eurasia Foundation, together with the International Renaissance Foundation, Open Society Institute, and the C.S. Mott Foundation, conducted the Ukraine Municipal Development Partnership Competition. This program improves the current system of local self-government in Ukraine by identifying, supporting, and publicizing successful innovative models of cooperation between city administrations, business associations, and NGOs. The program includes projects that enable local citizens to participate in the design of local government reform.

## **Appendices**



## **Appendix A:**

### **Expenditure Chart by Strategic Objective**



**USAID Core Grant Expenditures Only**  
**Period 10/1/98 - 9/30/99 (FY99)**

	Armenia	Georgia	Azerbaijan	Belarus/Moldova	Central Asia	Russia	Ukraine
ENI-SO-1.2 (Sound Fiscal Policy/Management)	\$ 37,680.11	\$ 43,821.52	\$ -	\$ 4,017.92	\$ 797,734.24	\$ 1,133,097.63	\$ 367,940.5
ENI-SO-1.3 (Private Enterprise Development)	\$ 1,581,345.61	\$ 459,911.98	\$ 247,162.20	\$ 634,340.99	\$ 1,006,241.92	\$ 2,781,635.57	\$ 1,380,611.6
ENI-SO-1.4 (Competitive Responsive Financial Sector)	\$ 52,827.93	\$ 53,317.03	\$ 52,748.86	\$ 6,740.43	\$ 631,861.46	\$ 365,181.47	\$ 4,224.6
ENI-SO-2.1 (Civil Society)	\$ 956,816.39	\$ 686,917.34	\$ 362,805.15	\$ 825,861.09	\$ 899,975.12	\$ 3,809,313.25	\$ 1,726,526.6
ENI-SO-2.2 (Improved Legal Systems)	\$ 120,671.62	\$ 114,904.58	\$ 44,472.90	\$ 186,736.65	\$ 383,542.40	\$ 1,299,576.47	\$ 299,427.4
ENI-SO-2.3 (Public Administration and Policy)	\$ 267,842.46	\$ 65,378.32	\$ -	\$ 55,827.59	\$ 382,219.28	\$ 1,309,641.41	\$ 516,710.8
<b>Totals</b>	<b>\$ 3,017,184.13</b>	<b>\$ 1,424,250.78</b>	<b>\$ 707,189.11</b>	<b>\$ 1,713,524.68</b>	<b>\$ 4,101,574.42</b>	<b>\$ 10,698,445.79</b>	<b>\$ 4,295,441.6</b>
Note: Figures are approximate. All official financial figures are provided in separate financial reports.							





## **Appendix B:**

### **Projects Administered by the Eurasia Foundation**



## **Foundation Projects**

In addition to managing grant programs, the Eurasia Foundation directly administers technical assistance projects that extend the reach of small grants and focus resources in targeted sectoral and geographical areas. The Foundation currently operates several such projects, including a residential housing program in Ukraine, a printing press venture in Armenia, and a cross-border initiative in the South Caucasus. The Foundation's three major projects address the core mandate goals of small business development, economic education and policy reform, and growth of independent media. These lead projects are, respectively, the Small Business Loan Program (SBLP), the Economics Education and Research Consortium (EERC), and the Media Viability Fund (MVF).

### **Small Business Loan Program (SBLP)**

The SBLP provides loans to small and medium businesses in Armenia and Ukraine. The SBLP works through local commercial banks to provide financing for manufacturing and service sector projects that create jobs in small, private businesses. The program provides much-needed capital to the fledgling private sector and intensive, hands-on training to participant bank lenders in credit analysis and collection methodology.

Small business development via lending is a priority area for the Eurasia Foundation since small enterprises have a strong record as an engine of job growth. Throughout the transition economies of the Newly Independent States (NIS), small businesses are a primary provider of new jobs, replacing those lost in the former state sector. To ignore the small business sector is to miss an opportunity to assist in this important element of economic growth.

The small business loan program has two primary objectives:

- To support the long term development of the small business sector through local bank lending for capital expenditure investment and long term working capital.
- To foster institutional development by implementing a credit analysis and collection methodology that allows participant banks to lend in the small business sector with low loan loss ratios and as a result, earn a profit.

#### ***SBLP Armenia***

This past year, the SBLP gained the strong endorsement of the Izmirlian Foundation, which donated \$3 million in FY99 to support SBLP activities in Armenia. The official name of the SBLP in Armenia has changed to the "Izmirlian-Eurasia Foundation Small Business Loan Program."

In FY99, SBLP Armenia made 20 new loans totaling \$679,794 and creating 153 jobs. Since its establishment in 1995, the SBLP in Armenia has disbursed \$4,115,053 through 141 loans, creating 1,012 jobs. Owing to the impact of the 1998 Russian financial crisis on the Armenian economy, loan volume was weak in the last quarter of calendar year 1998, with disbursements totaling \$174,000 through five loans. In light of the economic weakness in the country, Armenian banks were appropriately cautious. During calendar 1999, loan volume gradually increased. The SBLP signed agreements with two new partner banks in August of 1999, bringing the total number of active partner banks to four.

### *SBLP Ukraine*

In FY99, SBLP Ukraine made five new loans totaling \$246,728 and creating 73 jobs. Since its establishment in 1995, the SBLP in Ukraine has disbursed \$883,328 through 18 loans, creating 255 jobs. In July 1999, the program signed an agreement with a new partner bank for the Kyiv and Lviv regions, VABank. The addition of this new partner bank to the program's existing partner—Bank Agio—not only extends the geographic reach of the program, but adds a constructive competitive element that will lead to even higher efficiencies in the selection of borrowers and the use of funds. The project's director also succeeded this year in collecting \$25,000 on a loan in default (that resulted from the difficult economic situation stemming from the financial crisis of August 1998), even though the agreement with the bank did not contain a risk-sharing provision.

## **Economics Education and Research Consortium (EERC)**

In 1996, the Foundation launched a major new initiative in economics education: the Economics Education and Research Consortium (EERC). The EERC seeks to strengthen the economics profession in the NIS through research and teaching programs, with the long-term aim of improving economic policy making. The EERC program builds professional capacity in economics through support for policy-oriented research and basic economics education. It also helps integrate NIS economists into international professional circles.

To date, two distinctly different EERC programs have been launched. In Ukraine, the EERC has joined forces with the University of Kyiv-Mohyla Academy to offer a master's degree in economics. The program's teaching and curriculum parallel those of any leading graduate education program in the world. After graduation, EERC alumni are qualified to work effectively as economists in policy-making careers in Ukraine or to pursue doctoral studies abroad. In Russia, the EERC conducts semiannual grant competitions for Russian economists working on original policy-related research. These grants are complemented by peer-review workshops, technical seminars, and a publications series to strengthen their professional development.

The EERC is a partnership between publicly and privately funded organizations interested in strengthening market economics training in the NIS. In addition to the Eurasia Foundation, consortium members include

the Carnegie Corporation, the Ford Foundation, the Open Society Institute/Soros Foundations, the Starr Foundation, the World Bank, and the Norwegian Royal Ministry of Foreign Affairs, and the Swedish Foreign Ministry. Members contribute both financial support and policy guidance. The EERC has also attracted significant direct or in-kind support from other organizations, including the International Monetary Fund, the Economic Development Institute of the World Bank, the United States Embassy in Kyiv, the Finnish Government, the Citigroup Foundation, CERGE-EI, and Digital Equipment Corporation. With solid programs in place in Russia and Ukraine, and as new resources become available, the Consortium will seek to expand EERC programs to other NIS countries. In FY99, the Carnegie Corporation joined the Consortium with a grant of \$500,000.

### *EERC Ukraine Master's in Economics Program*

Demand for the EERC Master's program is high and increasing. The program received 90 applications in the 1997-1998 academic year and 238 for the 1999-2000 academic year. In Fall 1999, the program reached full enrollment, with 100 students. It will now graduate 40 to 50 students annually. Demand has ensured that the quality of the students accepted to the program is extremely high. The program has succeeded in diversifying its student body—70 percent of the current year's students come from cities outside Kyiv (students in the initial class were primarily from the capital); 50 percent of the student body is female; and, for the first time, this year's class includes four students from Belarus.

The value of the EERC Master's program has been widely recognized both in Ukraine and abroad. Both the Ukrainian Ministries of Finance and Economics and the National Bank have courted EERC graduates for positions as economic analysts, as have international organizations such as the World Bank, the Harvard Institute for International Development, and the International Monetary Fund. The first class to graduate has seen 100 percent placement in jobs and in Western Ph.D. programs. Graduates from this class primarily chose either to begin work as analysts in public policy institutes within Ukraine or to further their education in Ph.D. programs abroad. This past year, ten second-year students and two alumni have been accepted by graduate programs abroad, most with full tuition assistance. In Fall 1999, EERC graduates began studies at Harvard, the University of Indiana, the University of Pittsburgh, Purdue, the University of Toronto, the RAND Graduate School, and other institutions.

### *EERC Russia Research Program*

The EERC Russia program focuses on developing economics research capacity through a series of workshops, seminars, and publications. Its grant competitions focus on policy-relevant research on the most pressing questions of economic transition. The program area has increased in both size and diversity—in the past year the two research workshop/grant competitions yielded over 200 proposals, just under 40 percent of which were from women. The EERC staff has worked actively to attain a broad geographic reach, and, in the past year, over 75 percent of applicants have been from outside of Moscow.

The EERC organized two research workshops in FY99 (December 1998 and June 1999), each emphasizing

openness, transparency, and a commitment to improving research quality. In December 1998, the EERC held its second annual conference focusing on “Financial Instability and Longer-term Prospects of Economic Transition in Russia.” While this gave participants the opportunity to discuss the impact of instability in Russia’s financial and banking sectors and longer-term implications of Russia’s ongoing economic transition on economic policy, the conference also demonstrated how Western experts discuss and publicly critique one another’s work.

In May 1999, the EERC conducted its third methodological seminar addressing economic geography and agglomeration. In 1998, the program launched its series of methodological seminars providing targeted training for participants to learn about advanced econometric techniques and statistical software employed in Western economic research. In the past year, the series has provided more than 75 network members with an opportunity to acquire advanced econometric skills and to learn state-of-the-art economics methodologies.

Publications focusing on economics and policy analysis make up a corresponding element of the EERC program in Russia. These include a technical paper series, monographs, regular newsletters, and the program’s active web site.

This past summer, the World Bank awarded the EERC \$250,000 to expand its research network to other NIS countries and selected the EERC’s Moscow office to be the regional hub for the World Bank’s Global Development Network, linking economics institutions worldwide.

### **Media Viability Fund (MVF)**

Democracy depends on a well-informed citizenry with access to diverse sources of information. In recent years, a wide variety of nongovernmental publications have emerged to provide NIS citizens with news and views from many perspectives. Despite the increasing variety of information available in the NIS, two obstacles continue to hinder the development of a truly independent press. First, most nongovernmental newspapers still rely on government-controlled printing presses and distribution systems. These government monopolies can be used to limit press freedom. Second, editors often lack the management skills necessary to operate their newspapers as financially viable enterprises.

To address these two obstacles, the Media Development Loan Fund and the Eurasia Foundation joined forces to create the Media Viability Fund (MVF). The MVF provides low-interest loans to establish independent printing presses, thus breaking the government monopolies. The MVF also provides long- and short-term training to help nongovernmental newspapers become independent by operating as profitable enterprises in a competitive market. Together, loans and training help change the way local governments and potential investors view the independent press.

The MVF has already achieved success by linking fledgling newspapers in the NIS with more experienced counterparts in Eastern Europe. This allows journalists and editors in the NIS to take advantage of the experience of those who have already overcome the challenges of working in a transition environment. The MVF has launched pilot projects in selected regions of Ukraine and Russia. As it gains experience,

the MVF will expand to other regions.

In the past year, the MVF accepted two new clients into its growing portfolio for Russia: *Dvazhdi Dva*, in Apatity, and the Altapress printing house, in Barnaul. *Dvazhdi Dva* is a dynamic newspaper in a poor northwestern region of Russia that understands its local market and tries to meet reader and community needs. The Altapress printing house, with Western-style management, an energetic young staff, and solid and transparent financial portfolio, is a high-quality, influential publishing house operating in a politically hostile environment.

In March and October 1999, rotary presses started to roll at two MVF clients, *Express* in Lviv, Ukraine, and *Chelyabinskii Rabochii* in Chelyabinsk, Russia. These presses provide alternatives to government printing services in both access and printing quality.

MVF consultants have provided on-site training and advice to newspapers on management principles and newsroom structure, presenting and packaging information, management restructuring and reorganization, newspaper redesign, and basic principles of good business plans.

In April 1999, in response to a drop in Russian newspaper circulation figures—almost 50 percent over the past five years—the MVF invited 28 journalists from 14 regional newspapers in Russia and Ukraine to Moscow to a seminar addressing the importance of teamwork and improved content and layout as elements for success. In the second phase of this program, the MVF sent pairs of advisers—one native Russian or Ukrainian designer and one Western specialist in newsroom management—to newspapers that attended the MVF's April 1999 team management and design seminar and specifically requested advisors to help implement the ideas presented there.

This MVF program is funded by a grant of \$528,000 from the Royal Netherlands government received in January 1999 and addresses the deepening media crisis in the NIS. The MVF believes that serving readers will remain the key to newspapers' success in weathering the storm and building for the future. The Dutch grant has also allowed the MVF to widen its outreach to non-client newspapers, inviting them to participate in the teamwork program, receive offers of consulting, and attend MVF seminars.

In Fall 1999, the MVF learned that a loan project proposed in August 1998, Crisis Capital for Independent Regional Media in Russia, would be supported by two funders, the Open Society Institute and the Swiss government. This project will make equipment available to independent regional newspapers and television stations through a lease and technical consulting program that will also use part of the Dutch grant. The entire project will total more than \$3,500,000, of which more than \$2,800,000 will be disbursed as loans. The Altapress printing house will be one of the MVF clients receiving a printing press loan under the program.





## **Appendix C:**

### **FY99 Grants List by Strategic Objective**



## Strategic Objective 1.2

### Armenia

#### Open-Door Grants

**GUIANK Ltd.      \$26,753**

##### *Armenia*

In support of facilitating international economics education in Armenia, the grant will support the translation and publication of a recognized university-level textbook on international trade in the Armenian language. The book will be made available to educational institutions and the general public. A team of experienced translators, economists, and an editor will translate “International Trade,” a section of International Economics by Steven Husted and Michael Melvin.

## Strategic Objective 1.2

### Belarus and Moldova

#### Open-Door Grants

**Belarusian Economic Association      \$2,990**

##### *Belarus*

In support of economics education in high schools throughout Belarus. Project principals will conduct a seven-day comprehensive seminar for economics teachers, utilizing contemporary Western training methods and materials.

## Strategic Objective 1.2

### Central Asia

#### Open-Door Grants

##### **Semipalatinsk State Financial Institute \$35,000**

*Kazakhstan*

To promote greater access to modern financial education through the establishment of an innovative tuition deferment program with a local financial institution. For this pilot project, up to thirty qualified and needy finance and economics students will be able to defer up to half of their tuition until after graduation. The diplomas will be held as collateral until the students repay the loan. The money will be held in a re-circulating pool, which can then be used by future students. This project will not only provide greater access to finance and economics education, but also increase the financial viability of the educational institution.

##### **Public Union - Association of Accountants and Auditors \$24,100**

*Kyrgyz Republic*

To train accountants using the International Federation of Accountants (IFAC) method of instruction. The project will also develop and publish guidance materials for using the new Kyrgyz Accounting Standards which are based on international standards.

##### **The Kyrgyz- American Department at the Kyrgyz National State University \$4,323**

*Kyrgyzstan*

To support a research survey on the pace of reform in small business and public administration for the period 1991-1998. The project will investigate the development of the small business and public administration sectors and analyze the curricula and training programs at educational institutions within the country. The survey will offer recommendations to specialists, professionals, and donors involved in pursuing these reforms. Roundtables will be used at the completion of the survey to help in evaluating the results and improving future reform efforts.

##### **State Secondary Economic School under the Turkmenistan Ministry of Education \$23,144**

*Ashgabat, Turkmenistan*

To increase understanding of the principles of private enterprise among local students by introducing Junior Achievement programs in three pilot secondary schools. Two seminars on methods of teaching economics will also be held for teachers in Akhal oblast. The training and seminars will be conducted by Moscow specialists of Junior Achievement. An information bulletin on economic issues will be published as part of the project.

##### **Regional Research Institute Public Union \$10,786**

*Bishkek, Kyrgyzstan*

To support the publishing and distribution of a 12-page bulletin for teachers on economics education. The bulletin will contain articles on economics education and provide readers with up-to-date economic information. The bulletin will be published in both Kyrgyz and Russian. By providing educators

with more information on economics and its instruction, the Institute seeks to improve the quality of economics education in secondary schools throughout the country.

**Kazakh State University Al Farabi      \$13,847**

*Almaty, Kazakhstan*

To support the development and publication of a methodological training guide entitled “Methods of Research in Economics” and “Social Demographics in Modern Economics.” The manual will be in Kazakh and Russian. Six hundred copies will be distributed to graduate and post-graduate students, lecturers and specialists in the fields of macroeconomics, business, management and marketing and to university libraries and regional public libraries throughout Kazakhstan. The project aims to promote the development of modern methods of research in theoretical and applied economics for “think tanks” of scientists and policy makers. A seminar/press conference will be held at the completion of the project to present and popularize the new training book.

**International Program Integration Institute of KyrSNU      \$2,837**

*Central Asia*

In partial support of a conference for students, “Economies of Central Asia: Present Difficulties and Future Prospects.” Organized by the Kyrgyz-European Faculty of the Kyrgyz State National University, this 2-day conference will bring together economics students from Kazakhstan, Kyrgyzstan and Uzbekistan with leading academics to discuss the needs and economic priorities of the region.

**Tajik State National University      \$30,528**

*Tajikistan*

To improve the standard of university-level economics programs through the development of up-to-date training materials in Tajik. Textbooks and related materials will be created for two subjects, “Microeconomics” and “Economy of Enterprises,” and disseminated among the economics departments of the state universities in the Republic of Tajikistan. A seminar for teachers of economics will also be conducted.

**Namangan State University      \$23,968**

*Namangan Oblast, Uzbekistan*

For the enhancement of the bachelors degree program in economics at Namangan State University. Two experts, recently trained in the newest scientific methods in the U.S., will create a computer textbook on economic-mathematical methods and models in Uzbek. This project will lend to the improvement of university-level economics programs.

**The Tajik-Russian Slavic University      \$31,322**

*Tajikistan*

To support the creation of a sustainable training institute that will focus on the retraining of university professors and government workers in economics. The proposal envisions the establishment of a partnership with a university in the NIS, as well as the creation of an information center and library on economics. Professors will also receive training on internet use. A roundtable, including leading economists, professors and government officials, will be held to discuss the organization and development of the training program.

**Tajik Institute of Management    \$34,974**

*Leninabad Oblast, Tajikistan*

To support the introduction of an economics program that meets international standards. New curricula, training programs and methodological materials will be developed jointly with the University of Nebraska and the University of Oregon-Portland. The project also includes plans to study the experience of the Kyrgyz American University in its transition to western educational standards. In addition, a conference will be held for university economics professors in order to disseminate and discuss the newly developed program of study.

**World Bank Institute        \$318,650**

*Central Asia*

To strengthen capacity in macroeconomic policy analysis in Central Asia through the continuation of a program to train instructors, develop context-sensitive course materials, conduct seminars in macroeconomic policy for government officials and representatives from academia, NGOs, and the media, and improve undergraduate economics education through a distance learning course in macroeconomics.

## **Strategic Objective 1.2**

### **Georgia**

#### **Open-Door Grants**

##### **Diogene Publishers, Ltd \$30,828**

###### *Georgia*

To contribute to the further development of economics education through the translation, publication, and distribution of the “Principles of Economics” textbook by Gregory Mankiw. Three thousand copies of the textbook will be printed as a first step to introducing this text into university curricula. Based on a curriculum development project planned for the future, the book will be distributed to universities who will incorporate it into their courses. The grantee is a winner of a tender jointly funded by the United States Information Service, Eurasia Foundation and the Open Society - Georgia Foundation.



## Strategic Objective 1.2

### Russia

#### Open-Door Grants

##### **Moscow State University \$63,000**

*Moscow, Russia*

To promote excellence in business and economics education by supporting merit-based scholarships and internships for outstanding students, by awarding “best teacher of the year” prizes, by selecting talented young scholars for participation in international banking conferences, and by enlarging the University’s library resources on business and economics. The funding for this project is provided by Citibank, Corp.

##### **School of Economics \$35,000**

*Northwestern Russia*

To improve the quality of primary economics education by enhancing the professional qualifications of secondary school teachers in a two-year, Internet-based, distance learning program on economics.

##### **Veche Fund for Support of Agricultural Commodity Producers \$34,976**

*Russia*

To conduct an analysis of financial mechanisms in support of agribusiness development. The study will help the Foundation design a program aimed at increasing business development in rural areas by strengthening financial intermediaries. The research will also evaluate the legislative and regulatory framework in which these financial intermediaries (credit cooperatives, leasing companies, micro-lending programs, etc.) operate and recommend criteria for their assessment.

##### **Institute of Open Education \$27,905**

*Kemerovo Oblast, Russia*

To improve the quality of economics and business education in secondary schools through specialized distance learning training of over 150 teachers and student teachers and the introduction of mechanisms to share best practices among the region’s institutions of higher learning. The training course will emphasize modern teaching methodologies and the use of new technologies in the classroom.

##### **Elast Youth Center \$34,721**

*Central Russia*

To improve the quality of economics education in secondary schools through creation and development of an Inter-Regional Association of Teachers of Economics. The Association will conduct and distribute an analytical review of existing economics and business instructional materials and course syllabi and make recommendations for course improvements. 250 economics and business education teachers will participate in a distance learning course and follow-on consultations to improve their qualifications. A conference of representatives of five regional chapters of the Association will be held to coordinate Association strategy and goals.

**Moscow Public Science Foundation    \$34,593**

*Russia*

To improve the quality of economics education through introduction in 15 regional universities of the economics distant learning course developed by the World Bank Institute. Economic professors will receive related teacher training and ongoing consultations on the course's use.

**Far Eastern State Academy of Economics and Management    \$20,493**

*Primorsky Krai, Russia*

To support improved fiscal management of enterprises by introducing a series of seminars on international accounting standards. In addition to the seminars, regular consultations on international accounting and auditing will be provided to more than 180 accountants, auditors and professors of local higher education institutes in Primorsky Krai.

**Khabarovsk Institute for Economic Research    \$30,781**

*Russian Far East*

To promote economic development through the implementation of a political and economic program designed to stimulate economic growth during and after the current financial crisis. More than 80 local government representatives and 20 economists from not less than 6 territories of the Russian Far East will participate in four round table discussions and six seminars where the program will be discussed and developed. A final draft of the proposed Russian Far East economic program will be presented at a regional economic conference in Khabarovsk. All recommendations agreed upon at the conference will be delivered to the Russian Federation Government and local administrations. After the grant, the project administrators will monitor the progress of the program in six regions of the Russian Far East.

**Junior Achievement Regional Center of Primorsky Krai    \$13,689**

*Primorsky Krai, Russia*

To improve high school business and economics education through the development of a support network for teachers of Applied Economics. Specialists from the State University of High School Economics in Moscow will conduct a unique educational training of trainers program that covers western styles of teaching applied economics to youth. The program consists of a series of seminars for 150 teachers, as well as round table discussions in Vladivostok, Artem and Dalnegorsk. In addition, an information center will be established to distribute educational materials on applied economics and innovative teaching methods that are used in the Russian Far East, Russia and the USA. Over 3,000 students will benefit from this project.

**Informational Center for Entrepreneurship Support in the Republic of Sakha \$22,806**

*Sakha Republic, Russia*

To support more effective restructuring of financially troubled enterprises through the development of anti-crisis programs. This project involves training for over 200 managers and university professors on the various methods for improving the companies' key financial and operational indicators followed by consultations on specific problems and individual cases.

**JAO Chamber of Commerce and Industry     \$16,402**

*Jewish Autonomous Oblast, Russia*

For improved accounting and finance practices through the introduction of international GAAP standards to accountants of enterprises and organizations in the region. Seven intensive courses for over 140 accountants and higher education teachers from five districts will be conducted followed by consultations. The project will result in higher qualification of accountants allowing them to increase their businesses potential and enable college and university teachers to better educate future accountants.

**Russian American Education Center     \$29,049**

*Khabarovsk Krai, Chita Oblast, Sakha Republic, Russia*

To create an interregional educational consulting center for teachers of international accounting standards in order to introduce international training techniques and training materials for teaching financial management and accounting in higher educational establishments. A series of seminars with consultations will be conducted by American specialists in Khabarovsk as well as in the surrounding regions. The introduction of international accounting standards will help improve the business climate of the region as a whole.

**American Friends of The New Economic School     \$150,000**

*Russia*

In continued support of The New Economic School, a Moscow-based program providing a two-year graduate program in economics. The grant contributes to the development of a center of excellence in economics education and the creation cadre of western-trained economists in Russia.

**Khabarovsk Institute for Economic Research     \$21,347**

*Russian Far East*

To improve the regional supply of qualified economists and management specialists. An economics and management curriculum will be created to train economists working in regional administrations and students of higher educational establishments. The curriculum will include modern concepts of macro and microeconomics, models of regional management as well as contemporary issues of regional economic development.

**Institute for Higher Education Policy     \$109,837**

*Moscow, Russia*

To support a partnership with the New Economic School to strengthen financial planning and administrative capacity at the School and to introduce higher education cost accounting, containment, and recovery strategies for possible dissemination and replication in Russia.

## Strategic Objective 1.2

### Ukraine

#### Open-Door Grants

##### **Center for Economic Development      \$34,833**

##### *Ukraine*

To build capacity for macroeconomic reforms in Ukraine through sharing of experience among Ukrainian and Polish policy makers and Western experts. The centerpiece of the project will be a Ukrainian-Polish workshop for 29 Ukrainian policy-makers covering macroeconomic policies of countries in transition, the role of government in transition, financial crisis management, present problems in Ukrainian fiscal policy, and other topics. This workshop represents the first in a series of Polish-Ukrainian seminars designed to link policy makers from both countries for joint collaborative efforts to promote market reforms in Ukraine.

## Strategic Objective 1.3

### Armenia

#### Open-Door Grants

##### **PEOPLink \$59,070**

###### *Armenia, Georgia, Kyrgyzstan, and Russia*

To promote the growth of artisan industries through the establishment of electronic commerce mechanisms. During this initial phase, informational seminars will be held in select regions to identify potential trading partners to serve as conduits for export-based artisan businesses in each region. Through the use of digital photography, unique crafts from the NIS will be marketed and sold through PEOPLink's on-line ordering capabilities.

##### **American University of Armenia \$11,259**

###### *Armenia*

To promote business development by supporting short-term modular courses in western accounting, marketing and management for middle- and upper-level managers. After reviewing current course offerings in these fields, syllabi will be developed for new courses. A group of competitively-selected Armenian graduates of U.S. graduate degree programs will form a roving training team able to deliver these courses at locations throughout Armenia, beginning in Spitak.

##### **Optical Business Center NGO \$38,162**

###### *Armenia*

In support of the development of the optical business sector in Armenia. The project will include (1) establishment of an information-consulting center; (2) publication of a training manual in marketing; (3) business related seminars and consultations in the regions; (4) promotional activities aimed at strengthening the Union's membership base; and (5) membership in international optical business organizations. An IESC volunteer expert will provide consultation on the project.

##### **Association of Growers and Exporters of Herbs and Spices \$25,167**

###### *Armenia*

In support of private enterprise development in the herbal products industry. In this follow-on project, the newly established association will create a marketing and information center containing data about buyers, land and crop maximization. Other components include a monthly bulletin on herbal teas and spices, a business training program for herbal growers, and research studies.

##### **Association of Natural Stone Specialists \$26,565**

###### *Armenia*

To support development of the stone-cutting industry by strengthening a representative business association. The multi-dimensional activities of the association will include training in resource pooling and maximization, processing and marketing of minerals, and the creation of an information-consulting service. As part of the project, the association will elect a governing board and will further develop an advocacy agenda for the industry.

**Hai-Consult Non-Profit Ltd.      \$2,944**

*Armenia*

To contribute to the development of sector-based business associations in Armenia through a needs assessment. Data will be collected on existing business associations in Armenia and potential areas for the formation of new associations will be assessed. The grantee will prepare and disseminate a report identifying areas where assistance from Eurasia Foundation and other donor and financial institutions may contribute to the formation and strengthening of Armenian business associations.

**Armenian Fund for Seismic Protection \$30,637**

*Armenia*

In support of the development of the tourism industry, by promoting non-traditional forms of tourism. The project will support the publication of a trilingual (Armenian, Russian, and English), full-color, illustrated guide, entitled “Unique Geological Monuments of Armenia,” which will enhance the quality of tourist informational and promotional materials.

**VISTAA Expert Center Assistance to Agriculture      \$18,700**

*Armenia*

In support of accelerated farm business development in rural areas through improved management practices. As a first phase of a bigger program called “New Technology for Farm Management Software”, the project will cover the development of a new technology-software for farm management and establishment of a permanent training center. In the perspective (and based on positive evaluation of the results of the first-phase) a follow-up grant will cover the dissemination of the software (with accompanying training) to a large number of beneficiaries, including farmers, local, foreign and international organizations supporting agriculture, agricultural administrators, private enterprises and educational institutions.

**Association of Goldsmiths and Jewellers of Armenia      \$25,742**

*Armenia*

In support of the development of jewelry production sector by accelerating the activities of this business association. Project components include enhancing the association’s operational capacity, publishing informational/promotional literature about the association’s activities, and implementing strategies aimed at marketing the country’s potential in the jewelry industry.

**Center for Analysis, Information & Consulting      \$6,472**

*Armenia*

In support of the development of the flour production sector through the establishment of a business association. Project components include the gathering of businesses active in the sector to evaluate common problems and interests; the development of a mission, strategy and set of core activities and services of the association; preparation of plans for membership development and financial sustainability; and the formal establishment of the business association.

**APAVEN Armenian-Georgian Joint-Venture Co LTD.      \$5,199**

*Armenia*

In support of the development of the freight forwarding and transportation sector through the establishment of a business association. Project components include the gathering of businesses active in the sector to evaluate common problems and interests; the development of a mission, strategy and set of core activities and services of the association; preparation of plans for membership development and financial sustainability; exchange of experience with Georgian colleagues; and the formal establishment of the business association.

**Securities Market Members Association      \$22,831**

*Armenia*

In support of the development of the over-the-counter (OTC) securities market by accelerating the activities of this brokerage and dealer business association. Project components include improving the association's internal networking, attracting additional members, publishing informational/promotional literature about the association's activities, establishing contacts with similar organizations abroad, creating a methodological consulting center, and offering training courses to raise members' professional qualifications.

**YANS-SHERAM Armenian-Brazilian J.V. Co. LTD.      \$2,994**

*Armenia*

In support of a study and preparatory activities to revive the silk industry. The program will (1) create a database of farms and individual farmers interested in silk production, including information on their resources, (2) analyze current capacities and problems, and (3) make recommendations for efficient production and marketing of Armenian silk.

**National Association of Mineral Water and Non-Alcohol Drinks Producers and Exporters      \$14,995**

*Armenia*

In support of the development of the mineral water and nonalcoholic beverage sector through the initiation of activities of this newly established business association. Project components include improving the association's operational capacity, attracting additional members, promoting the association's activities in the media, offering training courses to raise members' professional qualifications, and developing an advocacy agenda.

**HAY VOSKEDZERIKNER Women's Benevolent Union      \$23,967**

*Armenia*

In support of the development of handicraft sector by accelerating the activities of this artisans' and craft marketers' business association. Project components include publishing informational/promotional literature about the association's activities, establishing contacts with similar organizations abroad, and offering training courses to raise members' professional qualifications.

## **Association for Foreign Investments and Cooperation     \$15,594**

### *Armenia*

In support of the development of business associations by (1) improving association executives' understanding of associations in the economy; (2) training executives in association-building techniques; and (3) fostering efforts on behalf of associations to enhance their visibility. The grant, in addition to supporting training courses for business associations, will cover the start-up expenses for a web site containing a database of business associations in Armenia with links to other related sites.

## **Armenian Association of Winemakers \$34,527**

### *Armenia*

In support of the development of the winemaking and grape-growing industries by coordinating the efforts of winemaker associations in Armenia, Georgia, Azerbaijan and Crimea. The associations will collectively study strategies to enter international markets, increase exports, and improve regulations related to the sector. The grant also supports (1) a five-day business conference in Yalta with winemakers and parliamentarians from each region, (2) the development of recommendations for legislative reforms that will accelerate foreign market entry, and (3) the adoption of principles for regional cooperation.

## **Armenian Association For Protection of Insurers' Rights \$29,592**

### *Armenia*

In support of the development of the insurance sector by enhancing the activities of this business association. Project components include increasing public awareness regarding insurance-related issues, improving the association's technical capacity, developing promotional literature about the association's activities in print, video, and Internet form, and offering training courses to raise members' professional qualifications.

## **AssEx Association on Assisting in Machinery and Device Export of Armenia \$24,844**

### *Armenia*

In support of the development of the machine construction and machine tool sector by accelerating the activities of this business association. Project components include increasing members' knowledge of market trends, researching a potential niche that the local industry can occupy in the world market, and developing promotional materials including a video and CDs illustrating the potential of the local industry. The grant will partially cover expenses associated with attending CMTS '99, an industry exhibition in Toronto, Canada. Volunteer executives from the Canadian Executive Service Overseas (CESO) and the International Executive Service Corps (IESC) will participate in the project.

## **Seed Producers Support Association \$29,850**

### *Armenia*

In support of the development of the seed production sector by accelerating the activities of this business association. Project components include enhancing the association's operational capacity in both the central office and the regional affiliates, developing a network for communication among affiliates and with the central office, and offering training courses to raise members' professional qualifications.



## Strategic Objective 1.3

### Azerbaijan

#### Open-Door Grants

##### **Council of Entrepreneurs of Baku      \$25,452**

To support the development of small and medium private enterprise through an intensive training and networking program for two hundred business practitioners. The training will be conducted at Western University by European-trained faculty, and will cover key topics such as business planning, insurance, marketing, management, advertising, human resources, laws regulating entrepreneurship, taxation and leasing. The applicant will conduct follow-on networking activities, including link-ups with partnership-seeking listing services, credit programs, and technical assistance PVOs.

##### **Veten International Fund \$2,955**

###### *Azerbaijan*

To contribute to the development of sector-based business associations by conducting a needs assessment of the current situation. Based on data collected on existing business associations in Azerbaijan and an assessment of potential areas for the formation of new associations, the grantee will identify the areas where assistance from EF and others may contribute to the strengthening and formation of Azerbaijani business associations.

##### **Scientific and Engineering Center Khazri      \$26,607**

###### *Azerbaijan*

In support of private enterprise development through the introduction of a bar code system in Azerbaijan, which will facilitate trade and commercial activity. A training and demonstration center will be established, four specialists of the Association of Bar Code Users will be trained at EAN-Russia; professional literature will be purchased and translated, and two professional seminars will be conducted.

##### **Khazar University      \$33,418**

###### *Azerbaijan*

To support the development of student career counseling through the establishment of a western-style career planning and placement center. The center will offer training and consulting to 500 students of management, law and economics by counselors trained in the Netherlands and the U.K. Through proactive networking with local employers, the center will feature up-to-the-minute electronic files on job opportunities, and its library will provide on-line access to employment resources worldwide.

##### **Western University      \$30,107**

###### *Azerbaijan*

To support the development of student career counseling through the establishment of a western-style career planning and placement center. The center will offer training and consulting to all students of Western University. Through proactive networking with local employers, the center will feature up-to-the-minute electronics files on job opportunities, and its library will provide on-line access to employment resources.

## **Business Associations Competition in Southern Caucasus**

*The Eurasia Foundation's offices in the Caucasus provided competitive funding to local nonprofit associations representing the interests of businesses in selected sectors and/or regions. Seed grants were awarded to support the planning necessary to establish new business associations in sectors where businesses have expressed a need for an association to represent their interests. For established associations, grants support development of new member services as well as institutional capacity building. The goal is to promote effective, member-driven associations that are able, on a sustainable basis, to serve members and promote sound public policies.*

### **Fineco Ltd \$6,980**

#### *Azerbaijan*

In support of the development of the publishing sector through the establishment of a business association of publishing houses and printing businesses. Project components include two roundtables gathering of businesses active in the sector to evaluate common problems and interests; publication of a directory; development of a strategy and mission for the association, including a plan for financial viability; and the formal establishment of the business association.

### **International Fund Vetem \$6,745**

#### *Azerbaijan*

In support of the development of the consulting sector through the establishment of a business association. Project components include the gathering of businesses active in the sector to evaluate common problems and interests; development of a strategy and mission for the association, including a plan for financial viability; and the formal establishment of the business association.

### **Agrarian Scientific Information Center \$6,995**

#### *Ganja, Azerbaijan*

In support of the development of the agribusiness sector in western Azerbaijan through the establishment of a business association. Project components include the gathering of businesses active in the sector to evaluate common problems and interests; the coordination of the efforts of individual agribusinesses and local agribusiness support organizations in and around Ganja; development of a strategy and mission for the association, including a plan for financial viability; and the formal establishment of the business association.

### **Association of Entrepreneurs of Azerbaijan \$25,066**

#### *Azerbaijan*

In support of the development of private enterprise by enhancing the activities of this business association of entrepreneurs. Project components include improving the association's technical capacity, attracting additional members, establishing six regional affiliates, offering training courses in the regions to raise members' professional qualifications, creating a database of member organizations, and implementing a strategy to attract investment.

**Joint Venture Autostern Baku    \$5,878***Azerbaijan*

In support of the development of the automobile sales sector through the establishment of a business association. Project components include the gathering of businesses active in the sector to evaluate common problems and interests; development of a strategy and mission for the association, including a plan for financial viability; and the formal establishment of the business association.

**Research Center for Contemporary Social Processes Areat    \$5,546***Azerbaijan*

In support of the development of small and medium enterprise support organizations through the establishment of a business association of consulting companies, business training centers, market research agencies, and other groups. Project components include the gathering of related organizations to evaluate common problems and interests; development of a strategy and mission for the association, including a plan for financial viability; and the formal establishment of the business association.

## Strategic Objective 1.3

### Belarus and Moldova

#### Open-Door Grants

##### **Farmers' Association Gura-Bykului    \$15,000**

*Moldova*

To promote development of farmers and micro-entrepreneurs in the Aneni Noj region by providing instruction in modern business practices. Project principals will conduct a series of training seminars on business planning, marketing, accounting, and obtaining credit at commercial banks. Principals will also provide individual business practice consultations to the region's farmers.

##### **Moldovan American Center for Private Initiatives    \$18,966**

*Ungheni, Moldova*

To support small business development through a multifaceted consulting, public information and professional training effort aimed at local entrepreneurs, relevant government officials, educational institutions and the general population. The project will utilize seminars, individual consultations, publication of a bulletin, and a targeted media campaign to increase the ability of local entrepreneurs, relevant government officials, and the general public to deal with typical problems of small business in the region, thereby boosting business performance and supporting small business development.

##### **Management of Technology Institute    \$30,000**

*Minsk, Belarus*

To improve the quality and type of business and business-related teaching resources through the establishment of a comprehensive, topic-related information center at the Institute's library. The center will provide students and faculty with up-to-date business publications, case studies and a business database. It will also make available on-line Internet access and training to its users, as well as create and maintain a comprehensive website for the Institute. The creation of the center, with its wide range of new resources, will improve the general level of instruction in business and business-related disciplines at the Institute, thereby contributing to a qualitative improvement in business education in Belarus.

##### **CID-NGO    \$19,860**

*Straseni, Moldova*

To support the development of Moldovan agriculture through training and consultations regarding a variety of business management and related issues. The project includes training sessions devoted to private farming legislation, agricultural business management basics, and the technological aspects of agricultural production. Farmers will also receive qualified consultations on an on-going basis.

##### **Smorhon Center for Entrepreneurship Support    \$7,820**

*Smorhon, Belarus*

To stimulate investment into the region by supporting SME service organizations. Project principals will conduct entrepreneurship training courses and seminars as well as provide consultations to local businesspersons, while local print and other media will highlight entrepreneurship issues of the day.

**Information Consulting Center Dialog \$6,684***Moldova*

To further growth of small business in the Ceadyr Lunga region by raising local entrepreneurs' knowledge of best practices. Project principals will create a network of local trainers as well as instruct some 200 entrepreneurs in foundations of modern business. Principals will also provide regular business consultations on an every-day basis.

**Association of Non-Governmental Enterprises of Vitebsk Oblast \$5,530***Vitebsk, Belarus*

To strengthen small and medium business entrepreneurship by upgrading the range of services provided to local business support institutions. Project principals will provide consulting and informational assistance to local businesspersons, and will provide targeted training to select groups of entrepreneurs. Business plan preparation and review services will be available as well.

**Institute for Privatization and Management \$21,638***Minsk, Belarus*

To evaluate the development of small and medium business in Belarus by thoroughly researching its state, problems and needs. Study results and analysis will be published in periodical and book form. A training course for entrepreneurs will be developed and distributed among regional business support centers incorporating evaluation results. Regional trainers will be instructed in course implementation at a country-wide seminar to be held in Minsk.

**Business Education in Belarus**

*The Eurasia Foundation offices in Kyiv and Washington have launched a joint initiative to promote the creation of graduate-level business education programs in Belarus. The initiative fosters partnerships between educational institutions in Belarus and counterparts in the U.S. and other countries. Grants focus on helping Belarusian institutions develop new curricula, train faculty, expand library and computer resources, and adopt sustainable financial and administrative practices. Grant funding is provided in three phases: exploratory grants to establish new partnerships; implementation grants to support joint efforts by partnering institutions to establish degree programs in Belarus; and institutional development grants to help the strongest programs reach internationally accepted academic standards. The goal over a four-year period is to create several centers of academic excellence in Belarus capable of educating a new generation of entrepreneurs and business managers.*

**International Humanitarian Foundation \$5,200***Minsk, Belarus*

To promote graduate level business instruction in Belarus through partnerships between Belarusian institutions and North American business schools and the creation of a western-style MBA program at the economics department of the European Humanities University. Project principals will familiarize themselves with the Central Connecticut State University's business education program, and implement this experience in preparing an MBA program at their home institution.

**Management of Technology Institute \$4,938***Minsk, Belarus*

To promote graduate level business instruction in Belarus through partnerships between Belarusian institutions and North American business schools and the creation of a western-style MBA program at the Institute. Project principals will familiarize themselves with the Economics Institute, affiliated with the College of Business at the University of Colorado, and implement this experience in preparing an MBA program at their home institution.

**Belarus Agricultural Academy \$5,200***Belarus, Mahileu oblast*

To promote graduate level business instruction in Belarus through partnerships between Belarusian institutions and western European business schools and the creation of a western-style MBA program within the Economics Department of the Academy. Project principals will familiarize themselves with the operation of the business school in Naples, Italy, and utilize this experience in preparing a MBA program at their home institution.

**Belarus State Economic University \$4,600***Belarus, Minsk*

To promote graduate level business instruction in Belarus through partnerships between Belarusian institutions and western European business schools and the creation of a western-style MBA program within the Economics Department of the University. Project principals will familiarize themselves with the University of Surrey School of Business, in the United Kingdom, and utilize this experience in preparing an MBA program at their home institution.

**Hrodna State University \$4,150***Hrodna, Belarus*

To promote post-graduate level business instruction in Belarus through partnerships between Belarusian institutions and western business school and the creation of a western-style MBA program within the economic and management department of the university. During the project realization the personnel will get acquainted with the business school in Turin, Italy, develop an agreement of cooperation and mutual project for creating an MBA program.

**Central Connecticut State University \$4,880***Minsk, Belarus*

To initiate the establishment of a partnership between Central Connecticut State University and the European Humanities University (EHU) in Minsk, Belarus, to foster the development of postgraduate programs in business and management, focusing on a western-style MBA.

**University of Surrey \$5,000***Belarus*

To initiate the establishment of a partnership between the University of Surrey and Belarus State Economic University to foster the development of postgraduate programs in business and management, focusing on a western-style MBA.

**Research Foundation of State University of New York     \$2,922***Grodno, Belarus*

To investigate the potential establishment of a partnership between the University of Buffalo (UB) of the State University of New York system and either Grodno State University or Gorky Agricultural Academy in Belarus. Discussions will be held concerning the development of postgraduate programs in business and management, focusing on a western-style MBA.

**Central Connecticut State University     \$149,848***Minsk, Belarus*

To support the continued evolution of a western-style Master of Business Administration (MBA) program at the European Humanities University in Minsk, Belarus, undertaken also in cooperation with the Institute for Privatization and Management (Belarus) and the Leon Kozminski Academy of Entrepreneurship and Management (Poland). The grant supports faculty training, curriculum development, project travel and administration, and procurement of training materials, computers and other materials.

**Research Foundation of State University of New York     \$149,819***Grodno, Belarus*

For the development of a Master of Business Administration (MBA) program at the Yanka Kupala State University. The grant supports faculty training, curriculum development, project travel and administration, and procurement of training materials, computers and other materials. The Riga Business School of the Riga Technical University (Latvia) and Niagara University (U.S.) are cooperating in the program.

**Western NIS Training Materials Competition**

*The Eurasia Foundation's West NIS Office conducts a semi-annual recoverable grants competition in Ukraine and Moldova, and a regular grant competition in Belarus for projects to publish textbooks and training materials in economics and business. Proposal submissions are evaluated by an expert review panel. Publications supported are expected to be sold, and a portion of the revenues generated under each grant in Ukraine and Moldova are returned to the Eurasia Foundation to support future grant awards.*

**Homel Department of the Belarusian Committee for Children of Chernobyl     \$10,000***Gomel, Belarus*

To improve the efficiency of local governments in managing social programs by supporting the publication and distribution of a textbook entitled "Management in the Social Sphere". The book will include theoretical and practical discussions on the management of social programs and the role of the third sector in the resolution of such problems.



## Strategic Objective 1.3

### Central Asia

#### Open-Door Grants

##### **Consulting Company - Professional Manager \$20,667**

###### *Kyrgyzstan*

To increase the services and capabilities of the regional business centers. Experienced management and finance consultants will train fifteen representatives of regional business centers on management, marketing, finance, and creating business plans. The trainers will learn interactive techniques for increasing audience participation. In turn, these trainers will work with local businesspeople in their respective regions to enhance the quality of their business strategies and loan applications.

##### **West-Kazakhstan Oblast Association of Agriculture Producers - Zhaiyk \$20,567**

###### *West-Kazakhstan Oblast, Kazakhstan*

To support the development of improved management and business skills among the farmers of the West-Kazakhstan Oblast. One hundred volunteer-consultants will be trained and deployed to virtually all the regions of the oblast to work with local farmers on basic marketing, management, and accounting techniques. These volunteers will in turn train no less than 1000 farmers. The project seeks to improve the efficiency and financial viability of farms in the region.

##### **Granat LTD \$14,806**

###### *Kyrgyzstan*

To support improved corporate financial management by establishing a training program for members of the corporate and banking sectors. The instruction will focus on developing practical computer skills for conducting financial and administrative tasks. As part of the project, coursework on corporate finance will be developed for the Kyrgyz-Russian (Slavic) University.

##### **Capital Markets Magazine \$11,600**

###### *Kyrgyzstan*

To expand awareness of the rights of bond and shareholders in the Kyrgyz Republic through partial support for the publication of the magazine, Capital Markets. Funding will be provided for a series of articles on the legal rights of shareholders, rules of corporate governance and the problems and challenges facing the development of debt and equity markets in the Kyrgyz Republic. In addition, the project implementers will provide free consultations to shareholders on their legal rights in disputes with corporation.

##### **Kazakh National State University - Al-Farabi \$34,886**

###### *Kazakhstan*

To support improved business education through the development of a multimedia business education software program. Multimedia and educational experts from KazGU will develop the software and an electronic textbook on marketing and management in Russian, English, and Kazakh. This software and



textbook will be distributed via CD-ROM and the Internet to higher educational institutions throughout the region. The project seeks not only to disseminate quality educational material to business and economic students, but also to students of different disciplines who can use it in their own studies.

### **Academy of Management under the President of the Kyrgyz Republic \$13,599**

#### *Kyrgyz Republic*

To create greater opportunity and international recognition for business students of the Academy by assisting in the conversion from the Soviet degree system to a Bachelors, Masters, and Doctoral system. The project will also provide continuing education training for faculty of the Academy to improve the quality of finance, marketing, and management instruction. The Academy's library collection in economics will be updated with modern texts.

### **Kyrgyz- American Department at the Kyrgyz National State University \$5,144**

#### *Kyrgyz Republic*

To improve the educational level of business and economics students in the subjects of management and marketing. The project will translate an educational software program compiled by international specialists which has already proven successful at Kazakhstan State University. The software will be distributed to educational organizations throughout Kyrgyzstan. By translating the program into Kyrgyz, this material will become available to students regardless of their linguistic background.

### **Center of Human Development - Tree of Life \$19,323**

#### *Kyrgyz Republic*

To support small business development and greater access to capital for entrepreneurs by conducting seminars on creating credit unions. After instructing participants on the basics of business planning, credit, financial resource evaluation, lending risk, accounting, and management; the project aims to create and register ten credit unions. To measure successful implementation and check financial sustainability, a follow-up survey will be conducted after six months and again after eleven months.

### **Public Union - Chamber of Tax Consultants \$27,672**

#### *Kyrgyz Republic*

To support the creation of a property appraisal training program. The program's method is based on that of the Kazakhstan Association of Appraisers, a member of international appraisal organizations. This project will promote the development of more accurate valuation practices, and create greater fairness in the property marketplace.

### **Public Union of Entrepreneurs - Business Partnership \$30,221**

#### *Kazakhstan*

To promote the growth and sustainability of small-business by assisting in the creation of the "Business Incubator" Center in Eastern Kazakhstan. The Center will fill a void in small-business information and communication by creating a database of production capacities, conducting research on market development, and publishing a "Who's Who" in business in the region. Thirty seminars, involving approximately 1500 participants, will be held on modern marketing and management techniques. As part of this project, fifteen needy businesses will be given office space in the Center's building.

**Kyrgyz-Uzbek University \$11,396***Kyrgyz Republic*

To support private enterprise by holding three business training seminars on current civil, economic, land, tax, customs, and finance law. The program will be provided to university students and local entrepreneurs. Informational materials will be printed in Kyrgyz, Russian, and Uzbek to prevent language from being a barrier to understanding rights or complying with the law.

**Central Laboratory - Kara Balta \$9,199***Chuisakaya Oblast*

To support the development and implementation of a training program on international accounting standards and basic computer literacy for accountants, single mothers, and unemployed persons. The project will be implemented in a town which has suffered greatly from severe cutbacks at the local defense factory. This project seeks to provide participants with basic accounting and computer skills which may improve their chances of finding employment in the new economy.

**Kyrgyz Medical Association \$16,778***Bishkek, Kyrgyzstan*

To support public health services reform by training managers from private clinics, hospitals, and family doctors groups in public health management, administrative finance, and medical services marketing. The project also includes costs for the preparation and distribution of a manual for managers of public health services which is based on the training program.

**Information Agency of Stock Markets - Irbis \$21,640***Kazakhstan*

In support of improved business education through the creation and distribution of a textbook on securities markets. More than 1700 copies of the text will be distributed among the nation's leading education institutions.

**US-Man Servis Ltd. \$20,405***Tashkent, Andijan, Namangan, Fergana, Samarkand and Jizak, Uzbekistan*

To support the development of private enterprise by establishing a training center that will offer courses on market economy, marketing, management, accounting and computer literacy to managers of privatized enterprises. The center will also provide consultative services, publish informational bulletins and establish a library of materials for public use.

**Nachoti Kudakon \$15,431***Kulyab Region, Tajikistan*

To encourage the involvement of women in the private sector by creating a Business Center that will provide consultations on starting a business; round-table discussions on business issues; a newsletter in Tajik and Russian; access to email; and creation of a library of business publications and manuals.

**Toch Joint Stock Farm \$21,099***Leninabad Oblast, Tajikistan*

To support the development of private enterprise through the establishment of a consultative center that will provide assistance to newly created private agricultural businesses. The center will provide

access to a computerized database on the activities of these enterprises; publish and distribute a monthly newsletter; conduct a round table discussion and five one-day seminars; provide regular free consultations; and conduct monthly outreach trips to the regions in order to gather new data and provide consultative services.

**Inter-branch Center for the Development of Marketing and Management      \$23,830**

*Dushanbe Region, Tajikistan*

To improve the understanding of local managers (government, private sector and NGO) of economic and business issues. Special training courses will be developed in the following areas: management, marketing, logistics, basics of entrepreneurship, credit, accounting and audit, law, personnel management, macroeconomics, and transitional economics. In addition, the following handbooks will be published in Tajik and Russian on marketing and basic business topics.

**Bukhara Business-Inform Service Innovative Center      \$29,337**

*Bukhara Oblast, Uzbekistan*

To encourage the growth of businesses in the Bukhara Oblast through the creation of an information-consultative center. Specialists will develop sustainable training programs and conduct seminars for entrepreneurs and farmers. Consultations on how to apply for credit will also be available. As the final stage, ten percent of seminar participants will receive technical assistance in setting up their own businesses.

**Alga Public Union of Womens' Organizations      \$22,441**

*Chuiskaya Oblast, Kyrgyzstan*

To support business development in rural areas by providing training in economics and business for women of the Kant, Alamedin and Issyk-Ata regions. With successful training, the trainees will later have better access to micro-credits provided by different organizations. The seminars will be conducted by the local trainers and those invited from Bishkek.

**Tajik State-Cooperative Commercial Institute      \$22,501**

*Dushanbe Region, Tajikistan*

To improve management of private enterprises in the region by conducting 25 seminars for business leaders on the basics of market economics and running a small business. E-mail and Internet access and training will also be provided to the seminar participants.

**School of Economics and Business Turkmen State Polytechnic Institute      \$28,258**

*Turkmenistan*

To support the development of a retraining program for the unemployed. Under the grant, training courses in the fields of marketing and management of services (including tourism and hotel/restaurant management), accounting, financial management, auditing, and small business management will be developed and provided to 420 unemployed people.

**STBI Scientific Technological Business Incubator      \$31,978**

*Uzbekistan*

To promote more effective business development through the establishment of a sustainable training, consulting and information center for technology commercialization. The center will develop a training

program on technology commercialization and management for entrepreneurs and heads of research organizations, assist in the development of business plans for investment projects, and provide consultations.

**Marketing Service Bureau, Ltd. \$12,104**

*Chuiskaya and Issyk-Kul Oblasts, Kyrgyzstan*

To promote the development of small and medium businesses by improving a training program on marketing. Project principles will conduct 10 three-day seminars for businesses in the service sector, develop a package of training materials on marketing, and provide consultations to entrepreneurs to help them increase the efficiency of their businesses.

**Vlaco Qo'shuv \$31,153**

*Uzbekistan*

To encourage the growth of transport, machine-building and small- and medium-sized enterprises by training public relations officers in methods of developing a corporate image, effective interaction with news media and attracting investment. The project will support the development of a sustainable public relations training and consultation center at the Business Incubator "Furkat Maskani" and will initially train 50 public relations specialists and 100 assistants, as well as other representatives from local transport and machine-building enterprises.

**Yangi Stil Advertising and Training Center \$34,315**

*Uzbekistan*

To increase the effectiveness of publicity agencies and publicity services for small and medium business and independent media through the creation and introduction of a sustainable short-term training program, "The Management and Marketing of Publicity Businesses." The project will include the training of two trainers, the development of curricula and a manual, and then the training of 25 trainers and 150 trainees.

**Mulk-Baho Ltd. \$33,913**

*Uzbekistan*

To support the development of a training program in real estate management. The project includes the development of curricula and manuals in Uzbek and Russian, training for local instructors, government officials dealing with real estate issues, and private realtors. The training is based on international and national assets valuation standards, national law on assets valuation and related legislative documents. The project will enhance local training capacity and impact the development of independent realtors in Uzbekistan.

**Association of Dekhkan (Farmers) Enterprises and Agricultural Cooperatives \$22,149**

*Leninabad Oblast, Tajikistan*

To promote improved business practices through the creation of a sustainable short-term training program on agribusiness. Farmers from several regions in Tajikistan will benefit from training sessions in agribusiness, management, finance and accounting, as well as business plan development. As part of the project, curricula, training materials and a text book, "Basics of Agribusiness," will also be developed.

## **The Center of Innovation and Management   \$20,897**

### *Uzbekistan*

To stimulate the growth and sustainability of private enterprise through the development of business-support organizations. Two non-governmental, non-profit organizations will be created to act as resource centers for business support organizations, professional societies and think tanks. The resource centers will provide training and consulting services while also engaging in research and information dissemination with the goal of positively impacting the quantity and quality of local businesses.

## **PEOPLink   \$59,070**

### *Armenia, Georgia, Kyrgyzstan, and Russia*

To promote the growth of artisan industries through the establishment of electronic commerce mechanisms. During this initial phase, informational seminars will be held in select regions to identify potential trading partners to serve as conduits for export-based artisan businesses in each region. Through the use of digital photography, unique crafts from the NIS will be marketed and sold through PEOPLink's on-line ordering capabilities.

## **Bishkek Educational Fund       \$9,037**

### *Bishkek, Kyrgyzstan*

To improve management practices in secondary schools by training 20 directors of local schools in modern management methods. Based on the training materials from the seminars, a set of brochures covering legal, economic and innovative issues related to entrepreneurial activities in schools will be developed and distributed. In addition, a Bishkek Club of Educational Managers will be formed to discuss and resolve common problems.

## **Central Asia Agribusiness Competition**

*The Eurasia Foundation's Central Asia Regional Office conducted two rounds of a competition to promote agribusiness development in the rural areas of Kazakhstan, Kyrgyzstan and Uzbekistan. Projects were solicited that improve agribusiness education at both the secondary and university level, provide management courses for farmers and other agricultural professionals, strengthen business information and technical resources, and improve the enabling environment.*

## **Leasing Center       \$15,411**

### *Almaty, Kazakhstan*

To support activities aimed at increasing awareness and understanding of leasing programs and techniques among local businesses. The project includes the development of three educational courses for students; preparation and distribution of four brochures, a monograph and a leasing textbook; and the execution of four leasing training programs for teachers, students, rural officials and managers of farming enterprises. Copies of the resulting educational programs and literature will be distributed among higher educational institutions, trainees and libraries. The project's implementation will promote improved small and medium-sized businesses, creation of new jobs and growth of agricultural output.

## **Strategic Objective 1.3**

### **Georgia**

#### **Open-Door Grants**

##### **Center of Applied Geophysics, Engineering Seismology and Seismic Structures** **\$32,812**

In support of private enterprise development in the insurance, real estate, and construction sectors through development of a methodology for estimating seismic risk to property. Representatives of the largest German reinsurance company “Munich Re” will provide guidance in project implementation and evaluate the methodology, which will include calculation of optimal insurance rates for building damage. A public presentation and special workshops will be held to introduce the methodology and to offer training in its utilization. CD-ROMs will be sold to private companies subsidizing further free distribution to the relevant governmental agencies, municipal services, and NGOs.

##### **Civic Initiative Association**      **\$18,647**

###### *Georgia*

To contribute to the development of small and medium private enterprise through an assessment of the local demand for a business incubator in Tbilisi. Based on a survey of 100 business practitioners and experts, the grantee will explore the need for incubator services and determine whether the environment is conducive to its establishment. The resulting comprehensive report and detailed business plan for incubator establishment will be presented to donor organizations and relevant government agencies, as well as international and local NGOs working in Georgia on business development issues.

##### **Georgian National Committee of the International Society for Optical Engineering**      **\$33,662**

###### *Georgia*

In continued support of market re-orientation of the optical technologies sector through the establishment of an information dissemination and training service. Business information and offers will be distributed to international marketing institutions, and instruction and consultations in high-tech commercialization, total quality management, and intellectual property issue will be provided to personnel of targeted businesses. Training will be led by an IESC expert.

##### **Center for Research of Social Processes**      **\$2,867**

###### *Georgia*

To contribute to the development of sector-based business associations by conducting a needs assessment of the current situation. Based on data gathered on existing business associations in Georgia and an assessment of potential areas for the formation of new associations, the grantee will identify areas in which assistance from EF and others may contribute to the formation and strengthening of Georgian business associations.

##### **Silk Road Tourist Unione**      **\$28,953**

###### *Georgia*

In support of private enterprise development, through information dissemination regarding the tourism

industry in Georgia. The project will develop an electronic database, accessible via the Internet and CD-ROMs, with information in Georgian, Russian and English, including data on tourism legislation, accommodations, private and non-governmental organizations, communication, education, and specialists.

**PEOPLink \$59,070**

*Armenia, Georgia, Kyrgyzstan, and Russia*

To promote the growth of artisan industries through the establishment of electronic commerce mechanisms. During this initial phase, informational seminars will be held in select regions to identify potential trading partners to serve as conduits for export-based artisan businesses in each region. Through the use of digital photography, unique crafts from the NIS will be marketed and sold through PEOPLink's on-line ordering capabilities.

**Business Associations competition in Southern Caucasus**

*The Eurasia Foundation's offices in the Caucasus provided competitive funding to local nonprofit associations representing the interests of businesses in selected sectors and/or regions. Seed grants were awarded to support the planning necessary to establish new business associations in sectors where businesses have expressed a need for an association to represent their interests. For established associations, grants support development of new member services as well as institutional capacity building. The goal is to promote effective, member-driven associations that are able, on a sustainable basis, to serve members and promote sound public policies.*

**Biological Farming Association Elkana \$28,293**

*Georgia*

In support of the development of the organic farming sector by enhancing the activities of this business association. Project components include conducting market research and other activities to enhance marketing opportunities, publicizing the association's activities in the media, offering training courses to raise members' professional qualifications, developing an advocacy agenda for the association, assessing the potential for organic production in various regions, creating a database of organic farms, holding trade fairs, and developing standards for organic production that coincide with international norms.

**Union of Realtors of Georgia \$14,995**

*Georgia*

In support of the development of the real estate sector through the initiation of activities of this newly established business association. Project components include improving the association's operational capacity, attracting additional members, promoting the association's activities in the media, offering training courses to raise members' professional qualifications, and developing standard documents for contracts between clients and real estate brokers.

**National Association of Hotel Business of Georgia \$24,180**

*Georgia*

In support of the development of the hotel management sector by enhancing the activities of this business association. Project components include publishing informational/promotional literature, including a catalog of hotels, a newsletter, and a textbook on tourism management; offering training courses

to raise members' professional qualifications, with the participation of relevant government employees and academics; and taking part in international tourism trade fairs in Berlin and St. Petersburg.

**ABC Foundation     \$6,968**

*Georgia*

In support of the development of the citrus growing sector in the Guria Region through the establishment of a business association. Project components include the gathering of businesses active in the sector to evaluate common problems and interests; development of a mission, strategy and set of core activities for the association, including a plan for financial viability; and the formal establishment of the business association.

**Georgian Insurance Association     \$29,998**

*Georgia*

In support of the development of the insurance sector by enhancing the activities of this business association. Project components include publishing promotional literature about the association's activities, establishing contacts with similar organizations abroad, offering training courses to raise members' professional qualifications, establishing a "Green Card" Bureau offering third party liability insurance to motor vehicle owners travelling abroad, introducing international accounting standards through the preparation of an accounting manual, providing free phone consultations to the public, conducting three sociological surveys, and creating a new organizational structure for the association.

**Association of Revival of Decorative Gardening in Georgia     \$6,948**

*Georgia*

In support of the development of the floral and decorative gardening sector through the establishment of a business association. Project components include the gathering of businesses active in the sector to evaluate common problems and interests; development of a mission, strategy and set of core activities for the association, including a plan for financial viability; and the formal establishment of the business association.

**Union of Scientists of Imereti Region Spektr \$6,998**

*Georgia*

In support of the development of the tea production and sales sector in the Imereti Region through the establishment of a business association. Project components include the gathering of businesses active in the sector to evaluate common problems and interests; development of a mission, strategy and set of core activities for the association, including a plan for financial viability; and the formal establishment of the business association.

**Georgian Marine Agencies and Brokers Association     \$14,827**

*Georgia*

In support of the development of the marine transport sector through the initiation of activities of this newly established shipping agent business association. Project components include improving the association's technical capacity, attracting additional members, developing services to offer members, publishing informational/promotional literature about the association's activities, establishing contacts with similar organizations abroad, and creating a database to track cargo flow.



**Association of Bookpublishers of Georgia    \$29,439**

*Georgia*

In support of the development of the publishing sector by enhancing the activities of this business association. Project components include offering free legal consultations to members, publishing a legal handbook and a report on the results of market research, holding an international book fair in Tbilisi, and gathering all parties involved in publishing, along with representatives of the media, to draw up an advocacy agenda and to make concrete resolutions for sectoral development.

**Association of Freight Forwarders of Georgia    \$29,189**

*Georgia*

In support of the development of the freight forwarding sector by accelerating the activities of this business association. Project components include publishing promotional literature about the association's activities, offering training courses to raise members' professional qualifications, creating a database to track cargo flow, developing an advocacy agenda for the association, establishing contacts with similar organizations abroad, and holding a conference for freight forwarders from the countries of the TRASECA project.

## Strategic Objective 1.3

### Russia

#### Open-Door Grants

##### **Vidnoye Chamber of Crafts and Entrepreneurship \$24,600**

*Leninsky Raion, Moscow Oblast, Russia*

In support of a training and assistance program to help unemployed people start their own small businesses. The Association will provide training, information, and individual assistance to members, as well as assistance in leasing equipment.

##### **Kemerovo Regional Junior Achievement Center \$22,263**

*Kemerovo Oblast, Russia*

To introduce Junior Achievement programs in high schools in nine cities of the oblast. The project involves training of teachers, establishing school-based student enterprises, and organizing a regional competition for school businesses. The program is intended to instill principles of free enterprise and foster entrepreneurship.

##### **Consultant - Progress Agrarian Reform Support Fund \$25,105**

*Oryol Oblast, Russia*

To increase the success rate of independent farmers through provision of specialized business training and consultations, market research services, and informational resources. The grant will also deepen the institutional capacity of the agro-business support center grantee, which received start-up support from the Foundation in 1997, and has since developed a strong client base among local farmers.

##### **Center of Business Planning and Management \$14,905**

*St. Petersburg, Russia*

To promote private sector growth by conducting training and consultations focused on the development of commercial activity and increased revenue for cultural organizations (museums, galleries, historical sites, etc.). Six business plans will be created and will be implemented with support from the World Bank.

##### **DINKOM Business Training Center \$34,992**

*Kemerovo Oblast, Russia*

To improve the business climate and employment opportunities in this economically depressed region. Applying skills improved through participation in train-the-trainer programs, local trainers will offer business seminars and consultations to unemployed miners and start-up entrepreneurs. Through roundtable discussions and consultations, experts from the regional capital will work with officials in smaller towns to develop programs to stimulate new job creation, including credits for start-up businesses.

**RosAgroFond      \$27,717*****Central and Northwest Russia***

In support of small agribusiness development through the promotion of farm reorganization. Experts will train local administrations and private farmers on various options for establishing and registering small and medium agribusinesses. Farmers will also receive follow-up extension services in support of their efforts to set up private businesses.

**Center of Economic Research    \$11,926*****Novokuznetsk, Russia***

To promote accelerated development and growth of private enterprise by providing up to 250 mid- and upper-level managers of small and medium businesses with the skills and knowledge needed to function more effectively in Russia's post-crisis economic environment. Specialized training courses will focus on anti-crisis themes, including enterprise restructuring, budget formation and control, and human resource management. Regional administration officials and business leaders will participate in a concluding conference highlighting training themes.

**Novosibirsk State University, Department of Continuing Education      \$15,340*****Novosibirsk oblast, Russia***

To contribute the development and growth of private enterprise by improving business skills and practices of managers of small innovative enterprises in the region. Personnel of 30 innovative companies will participate in an Internet-based distance learning program on investment planning and project management. A web-site will be created to provide timely analysis of project designs and on-line consultations on project development, along with annotated bibliographies of relevant literature and Internet-based resources.

**Souz Consumer's Cooperative for Mutual Financial Aid    \$33,311*****Chuvash Republic, Russia***

To stimulate the creation and institutional development of credit cooperatives in rural areas of the Republic through specialized training of key cooperative staff in various aspects of credit cooperative operation and management. In addition, existing and potential shareholders will receive a wide range of business consulting and information services with the goal of strengthening and broadening the cooperatives' potential and existing membership base.

**Agricultural Credit Cooperative of Landowners of Kaluga Oblast EKSA      \$17,215*****Kaluga Oblast, Russia***

To replicate successful credit cooperative models by transferring knowledge to four less established rural credit cooperatives. The project will also target existing and potential shareholders to help develop their business skills with the goal of strengthening and broadening the cooperatives' membership base.

**Center of Business Planning and Management      \$34,960*****Russia***

To improve the management and operations of rural credit cooperatives through development of standardized accounting principles and methods—including supporting software—and specialized

training on the software's introduction and use. The developed methodology will be distributed to all operating farmers' credit cooperatives and then discussed at a round-table with tax inspection officials from the participating regions.

**Center for Professional Management and Computer Technologies      \$21,880**

*North-West Russia and Central Russia*

To improve the economic viability of independent construction firms through development and introduction of a specialized, Internet-based distance learning course on contemporary management practices in this industry. The course will be also published on CD-ROM.

**Smolensk Regional Fund for Small Business Support      \$34,990**

*Smolensk Oblast, Russia*

To promote the development of small business in the region through specialized business training, consultations, provision of micro-loans, leasing, and business incubator services to start-up small and micro enterprises. Five case studies of "turn key businesses" will be developed on the basis of the business incubator's operation and distributed through Russia's network of regional small business support funds.

**Russian Small Business Resource Center Fund      \$31,932**

*Russia*

To accelerate the development and growth of private enterprise by increasing access to information on business development in Russia's regions. A database on regionally-based resources for small and medium business originally created with TACIS funding will be expanded, updated, and published in print, on CD-ROM, and on the Internet. Copies will be sent to business support institutions in each of Russia's 89 regions and distributed at the Second All-Russian Congress of entrepreneurs.

**Moscow Interregional Marketing Center      \$34,891**

*Moscow, Novgorod, Tula, Novosibirsk, Russia*

To facilitate the growth of private enterprise through development and dissemination of case studies as a business planning tool. The cases will describe six model businesses, including manufacturing and service industries, and will be accompanied by specialized software allowing the models to be modified according to individual circumstances. 3000 copies of the materials will be published and disseminated in 40 regions of the Russian Federation and published on the Internet. Seminars and consultations on use of the case studies will be conducted in four cities.

**Academy of Management and Market of Morozov Project \$31,973**

*Central Russia*

To facilitate the accelerated development and growth of private enterprises through a series of specialized training courses on anti-crisis management and the creation of locally-based anti-crisis consultant groups. Best practices in anti-crisis management will be shared at a concluding conference.

**Regional Fund for Support to Public Charitable, Social and Economic Initiatives      \$25,806**

*Omsk Oblast, Russia*

To improve the effective use of credit and bankruptcy in promoting the development of private enter-

prises through the creation of an association of creditors. Association members will monitor bankruptcy and enterprise reorganization procedures in the region and develop recommendations on standards and practices for regional policymakers and enterprise managers. A series of seminars and round table discussions will improve cooperation between credit structures and small enterprises.

**International Group of Experts and Consultants     \$34,876**

*Russia*

To promote the development of small innovative enterprises by supporting the creation of a network of consulting firms that will share best practices, coordinate efforts in various aspects of technology commercialization, and provide on-line consultations to participating firms. The network will conduct ten electronic conferences and two round tables on relevant topics, including creation of a professional association of high-tech consulting firms. Project implementers will maintain a Web-server for the promotion of member services and produce a quarterly electronic bulletin, "Technological Business," covering legal, financial and management issues in the technology business field.

**Academy of the National Economy     \$31,749**

*Russia*

In support of developing a one-year, Internet-based, distance learning program on technology management, comprising 12 courses that cover such issues as strategic management of commercialization, transfer of technologies, and venture finance. The program will be conducted on a pilot basis for second-year MBA nonresident students of the Academy, and appropriate corrections to the curriculum will be subsequently made.

**Pskov Politechnical Institute of St. Petersburg State Technical University     \$30,613**

*Pskov Oblast, Russia*

To stimulate effective restructuring and post-crisis development of small and medium business through specialized training for enterprise managers. A retraining course, internships, and a targeted job placement program to place project participants with small and medium business will be launched to meet excess demand in the region for anti-crisis managers.

**Kaskad     \$34,800**

*St. Petersburg, Russia*

To accelerate development and growth of private enterprise by engaging entrepreneurs and policymakers collaboratively in developing recommendations to improve the regulatory environment for small and medium business. A series of round table discussions, seminars, and publications will identify administrative barriers to small business development and result in concrete recommendations for their elimination.

**St. Petersburg Business Support Center     \$32,646**

*St. Petersburg, Russia*

To facilitate the growth of small enterprises through broadening and improving member services offered by a professional association of small independent furniture manufactures. Association members will benefit from the creation of client databases, market research and related training, and specialized publications, including a new association Internet site. The association will work with its members to develop professional standards for the industry.

**REA-Konsulting Ltd      \$34,279**

*Moscow Oblast, Ekaterinburg, Chelyabinsk, Russia*

To increase access in Russia's regions to internationally accredited university-level business education programs offered by one of Russia's premier economic institutes through conversion to distance learning format of courses leading to a certificate in marketing. Pilot testing of the distance learning format at two of the Institute's regional affiliates will be accompanied by on-site teacher training. The courses subsequently will be offered for a modest fee, ensuring the program's financial sustainability.

**Innovative Management Center Joint Stock Company      \$22,468**

*Russia*

To promote the development of small innovative enterprises by improving and broadening the range of services offered by consulting firms to include the protection and assessment of intellectual property and strategies for attracting investments. The organizational capacity of consulting firms specializing in the technology business field will be strengthened through participation in a series of training seminars and round tables on intellectual property rights and attracting investment. This program is part of the Foundation's ongoing support of efforts in technology commercialization.

**International University Collaboration \$18,034**

*Moscow and Moscow Oblast, Vladimir, Perm, Russia*

To promote accelerated development and growth of private enterprise by improving business managers' ability to function effectively in Russia's post-crisis economic environment. Access to specialized university-level training in such topics as enterprise restructuring, budgeting, and human resource management will be broadened by developing a distance learning version of the university's anti-crisis management course. The distance learning course, including on-line consultations, will be pilot tested on management teams from 200 small and medium businesses in the target regions.

**Yaroslavl Oblast Association of Farmers      \$24,026**

*Yaroslavl Oblast, Russia*

To develop effective marketing mechanisms for farmers by creating and providing free on-line access to a comprehensive data base on supply, demand, and pricing of locally produced agricultural products and related production equipment. Farmers will also improve their marketing skills in a series of training seminars and consultations.

**Vidnoye Chamber of Crafts and Entrepreneurship \$20,910**

*Moscow Oblast, Russia*

To facilitate the development of small and medium enterprises through strengthening business associations. Four associations from the region will collaborate to offer new member services, including a series of training seminars and consultations on anticrisis management. Project implementers will bring together association leaders to network, share best practices, and jointly address institutional development challenges.

**Penza Oblast Library by Lermontov    \$34,980**

*Penza Oblast, Russia*

To support small business enterprise development in five rural raions through the creation of a training, information and consulting network based at local libraries. The project will be implemented in collaboration with business associations, local government agencies and mass media.

**Saratov Regional Agency for Small Business Support    \$3,000**

*Southern Russia*

To support a 3-day conference on business development that will provide business support institutions in eight southern Russian regions with information necessary to develop a concrete strategy and programs for small- and medium-sized business development. At least 50 business specialists, trainers and educators will attend the conference.

**St. Petersburg Training Center    \$23,858**

*Southern Russia*

In support of improved private enterprise development mechanisms in southern Russia. Ten business support professionals from southern Russia oblasts will participate in an intensive training program on small business incubator management, write their own development and support plans, as well as a report with recommendations on developing business incubators in southern Russia.

**Khozyain Saratov Agricultural Credit Cooperative    \$22,700**

*Saratov Oblast, Russia*

To facilitate development of rural agricultural credit cooperatives by conducting on-site seminars, providing consulting services, technical assistance and monitoring, and stimulating information dissemination. Between 5-7 rural credit cooperatives will be registered during the project period. The project will be implemented in collaboration with agricultural institutions, government agencies, and mass media.

**Voronezh Oblast Universal Scientific Library by I.S. Nikitin    \$34,955**

*Voronezh Oblast, Russia*

To encourage small business development in rural areas through the creation of three business information offices at regional libraries. These centers will provide local entrepreneurs with information, consulting and technical services not otherwise available locally.

**Saratov State Social and Economics University    \$29,005**

*Saratov Oblast, Russia*

To increase the quality of economics and management education through the development of practical managerial skills using a business simulation computer program "Business Course." Cases (scenarios) based on the model will be prepared on the courses of "Production Management," "Strategic Management," "Turn-around Management," "Financial Management." 160 students of 3rd-5th years will take the courses, 30 best of them will take specially arranged internships at 10 enterprises.

**Scientific & Technical Center of the Northern Caucasus Technical University \$20,470**  
*Stavropol Krai, Russia*

To increase understanding of personnel management issues among managers of small and medium enterprises through the provision of consulting and training services. A permanent personnel management center will be created to consult local firms on issues related to human resources and a series of interactive six-day training programs will be offered to at least 60 managers of local firms. During the course of the project, the consulting center will also conduct an in-depth analysis of at least ten firms, make recommendations for improvement, and evaluate the results.

**Baikal Regional Tourism Association \$26,281**  
*Republic of Buryatia, Russia*

To support business development in the tourism industry in the Baikal Region through the establishment of an information and consulting center. The center will create a database on the tourism industry's infrastructure and provide consulting services to companies and individuals. In addition, four seminars on tourism management will be conducted for more than 100 people, and information on the tourism potential of the region will be compiled and placed on a web page.

**Yelizovo Tour Service \$22,089**  
*Kamchatka Oblast, Russia*

To support the growth of tourism-related businesses in the Yelizovo District by creating an informational center that will provide access to a wide range of topics for local businesses, governmental and non-governmental agencies, as well as the public. The center will offer four seminars and six round table discussions on how to start, manage and maintain tourism businesses with an emphasis on quality service. Assistance in locating tourism companies and tourists via the Internet will also be available.

**Buryat State Agricultural Academy \$21,996**  
*Buryat Republic, Russia*

To support small agribusiness development by introducing agricultural entrepreneurs to principles of marketing, management skills, legal regulations, and the use of new technology in the production and processing of their products. The project administrators will present a series of seminars in three districts of the republic, organize round-table discussions, issue three informational bulletins and provide consultations.

**Primorsky Branch of the All-Russian Society of Inventors \$27,946**  
*Primorsky Krai, Russia*

To develop mechanisms for protecting intellectual property rights. The project specialists will render consultations for inventors and heads of enterprises, collect information, and compile a database on individual inventors and their works. This information will be used to develop recommendations on how to stimulate entrepreneurial activity in the region.

**Advanced Teachers' Training Institute at the Far Eastern Academy of Economic and Management \$26,350**  
*Primorsky Krai, Russia*

To support the training of management instructors. The project initiators will develop training materi-



als consisting of case studies in strategic management and human resource management. The case studies will be based on the actual experiences of several businesses in the region. For the project, trainers from the Moscow Aviation Institute and a volunteer from IESC will train more than 25 teachers and professors from higher educational establishments of the Russian Far East. In turn, these educators annually will teach more than 2,500 students, who will benefit from these improved methods of business education.

**Joint Stock Company Auditconsul      \$25,157**

*Sakhalin Oblast, Russia*

To encourage the growth of small and medium-sized businesses by providing training on tax and customs regulations to entrepreneurs and accountants. Specialists from the Sakhalinskaya Oblast Tax Inspectorate and Yuzhno-Sakhalinsk Customs will conduct 20 two-day seminars on tax and customs issues for over 1,800 entrepreneurs and accountants in Yuzhno-Sakhalinsk, Kholmsk, Aniva, Korsakov, and Dolinsk. In addition to this training, the grantee will develop and broadcast a television program detailing the changes made to the Russian Federation tax code.

**Sakhalinsky Regional Fund for Small Business Support      \$19,206**

*Yuzhno-Kurilsky District including Shikotan and Kunashir Islands*

To support small business development on two islands of the Yuzhno-Kurilsky District of Sakhalinskaya Oblast. A series of training seminars on a wide range of small business development issues, including business planning, marketing, leasing, and federal and regional programs for small business support will be conducted for school students, unemployed, entrepreneurs and specialists of municipal enterprises and local administrations. Training will be provided by specialists of the Tax Inspectorate, State Employment Center, specialists from the American-Russian Center in Yuzhno-Sakhalinsk and a volunteer of Citizens Democracy Corps. Also, two round table discussions on tourism development in the district will be conducted and four informational bulletins will be issued.

**Academ-Center      \$10,075**

*Buryat Republic, Chita Oblast, and Sakha Republic, Russia*

To promote the development of agricultural cooperatives by introducing an innovative educational program based on western management experience and practices. Specialists from the Siberian University of Cooperatives in Novosibirsk will train at least 190 managers of local cooperatives on topics such as legal issues and management principles. In addition, 1,000 copies of a brochure with practical recommendations on management and business planning will be published and distributed among organizations and educational entities in six regions of the Russian Far East.

**Far Eastern Project Management Association Amurnet      \$29,126**

*Amur Oblast, Russia*

To improve project management skills among business managers in the region. A training program based on case studies, exercises and examples of project management and the use of specialized software to aid management will be used to train more than 240 managers and professors of local universities.

**Vladivostok State University of Economics & Services      \$21,898**

*Russian Far East*

To improve the quality of management in institutes of higher education through a unique training program that has been specially designed to introduce western styles of educational management in the region. Trainers from California State University Sacramento and the California Polytechnic University will train at least 250 managers from six regions of the Russian Far East during nine seminars held in Vladivostok. In addition, two round table discussions on contemporary educational management will be conducted for local teachers and trainers. All participants of the seminars and round table discussions will be provided with training materials in accordance with Western standards.

**Buryat Branch of Management Development Association \$17,279**

*Buryat Republic, Russia*

To assist privatization and restructuring of state enterprises in the agricultural sector. A training program for over 400 employees of local administrations and heads of agribusiness enterprises in methods of running, reorganizing and cooperating with other agricultural businesses will be conducted as well as eight round-table discussions on the effective ways of cooperation in production and sales between large agro-enterprises and farmers.

**Yakutsk Business and Technology Incubator      \$25,771**

*Sakha Republic, Russia*

To accelerate the development of small enterprises working in the area of innovative technology through the establishment of an informational and consulting center. The center will provide services on business expertise and project incubation issues, registering patents, entering into licensing agreements, organizing advertising campaigns, managing effective marketing, searching for partners and investors, and will organize training on business planning for 60 scientists working with these technologies in Yakutsk and Mirny.

**Eco-Center, Ltd.      \$29,569**

*Sakha Republic, Russia*

To support agribusiness development by increasing the professionalism and qualifications of local farmers through an informational and educational program. Over 150 local farmers will receive education in the area of agribusiness restructuring, taxation, accounting, cooperation, business planning, and the creation of credit unions by specialists from the Moscow League of Credit Unions, ministries and departments of the republic, leasing companies, and the local administrations. The project will promote increased profitability among rural farmers and will create more favorable conditions for developing rural credit unions.

**Zabaikalie Institute of Business at the Siberian University of Consumer Cooperation      \$17,580**

*Chita Oblast and Aginsky Autonomous Okrug of the Republic of Buriatia, Russia*

To create a system of training in tourism and hotel management for representatives from local tourism companies and hotels. The project team will produce a packet of educational materials in conjunction with experts from the Irkutsk branch of the Russian International Academy of Tourism and will conduct training for at least 90 tourism and hotel management employees. As a result of the project, an educa-

tional course designed to train over 50 people annually in the field of tourism will be available to develop the industry and increase local tourism.

**Research Foundation of State University of New York      \$263,259**

*Krasnoyarsk, Russia*

For a three-year partnership to establish an undergraduate business degree program at the Higher Business School of the Siberian Aerospace Academy. Upon completion of a four-year course of study, students enrolled in the program will receive a B.S. Degree in Business Economics from SUNY, as well as a Russian degree from HBS. The grant supports faculty training and course delivery, curriculum development, and procurement of books, computers and other materials. The goal of the grant is to create a financially sustainable program that meets U.S. and European accreditation requirements.

**PEOPLink      \$59,070**

*Armenia, Georgia, Kyrgyzstan, and Russia*

To promote the growth of artisan industries through the establishment of electronic commerce mechanisms. During this initial phase, informational seminars will be held in select regions to identify potential trading partners to serve as conduits for export-based artisan businesses in each region. Through the use of digital photography, unique crafts from the NIS will be marketed and sold through PEOPLink's on-line ordering capabilities.

**St. Petersburg State University \$25,000**

*St. Petersburg, Russia*

To upgrade the computer center at the School of Management at St. Petersburg State University. The center is part of a larger project to establish a world-class business school in St. Petersburg through faculty training, and materials and course development.

**Center for Citizen Initiatives      \$99,876**

*St. Petersburg, Russia*

To promote the development of small enterprises in the apparel industry through provision of training and business support services. This bridge grant will allow the Russian Initiative for Self-Employment (RISE) program, established with USAID funding, to continue providing general business and technical apparel industry training courses to local entrepreneurs while a revenue-generating apparel production center is created to finance these activities in the future.

**Dzhibladze, Georgy      \$7,437**

*Obninsk, Russia*

To conduct a needs assessment in Obninsk examining democratic institutions, NGOs, and business support programs. The study will identify opportunities for new projects in the region and provide recommendations for grantmakers.

**Competition to Develop Electronic Commerce in Russia**

*Moscow Regional Office of the Eurasia Foundation conducted a grants competition to encourage regionally based businesses, Internet users and providers to take advantage of new Internet-based technologies. The goal is to increase the economic viability of individual enterprises in the regions*

*and facilitate their integration into broader markets in Russia and abroad.*

**SibLine - Computer Networks    \$34,944**

*Siberia, Russia*

A regional e-commerce center will be created at the Siberian Fair Exhibition Hall, which hosts twenty commercial exhibitions annually. The center will conduct seminars on the opportunity and benefits of electronic commerce technologies for participants of each exhibition and will organize a comprehensive section on e-commerce at the Internet '99 conference. Center staff will develop and disseminate to businesses in the region materials on electronic commerce and will provide ongoing consultations to support pilot e-commerce projects.

**Obninsk Computer Club    \$32,122**

*Obninsk, Kaluga Oblast, Russia*

To develop infrastructure in support of expanding electronic commerce in the city. Complementary delivery and payment systems will be established. An e-commerce center will be created to promote the use of Internet-based technologies among entrepreneurs. The center will conduct seminars, develop and disseminate materials on commercial Internet-based projects, and provide ongoing consultations in support of pilot electronic commerce projects.

**Rating Agency Expert RA \$30,566**

*Russia*

To facilitate investment in Internet-based businesses through development of an independent professional rating system for use by investors. The new system will be based on methods widely used for rating financial institutions and other commercial enterprises. Services currently available on the Internet will be classified and evaluated. These consumer report-like evaluations will be published regularly on the Internet.

**Tver State University    \$34,343**

*Tver Oblast, Russia*

A regional e-commerce center will be created on the basis of the regional Soros Internet Center. Center staff will conduct seminars, develop and disseminate materials on Internet-based commerce, and provide ongoing consultations in support of pilot projects. A new course on electronic commerce will be introduced by the Economics Department of Tver State University.

**IFH-InfoCenter    \$34,530**

*Russia*

To support the development of electronic commerce in Russia by providing informational and consultative support to regional e-commerce centers and pilot projects promoting business-to-business electronic commerce. A web site providing financial information and analysis will be further developed to include market research results, best practices, and other information related to Internet-based commerce. Managers of chemical, pharmaceutical and bio-tech firms will receive specialized training designed to promote the introduction of electronic commerce into these high-tech sectors. Information on the project will be widely publicized in related trade journals.

**Internet Marketing \$34,937***Russia*

To provide informational and consultative support to pilot e-commerce projects in the field of financial operations, including banking, security, and brokerage services. A web site will be launched containing surveys of existing businesses in this field, related news and legal developments, and interactive on-line conferences. Information focusing on banking and financial operations will be compiled for distribution to specialized media. A series of seminars on related topics will facilitate the creation of a community of experts in the application of Internet-based technology to financial operations.

**Internet-Agency, Result \$34,677***Russia*

To support regionally-based efforts to develop electronic commerce through creation of comprehensive information and consultative resources on Internet marketing and business planning for Internet-based technologies. A web site will be launched containing related training materials, journal literature, best and worst practices, and on-line consultations. Targeted educational seminars supporting and reinforcing this information will lead to the creation of a professional community of managers and experts working in e-commerce start-ups.

**Sandy Info \$33,784***Nizhny Novgorod Oblast, Russia*

To promote the introduction of electronic commerce to regional business through creation of informational and consultative resources. A regional e-commerce center and web site will be created on the basis of a foundation-funded Internet training program. The center will conduct seminars, develop and disseminate materials on Internet-based commerce, and provide ongoing consultations in support of pilot projects which will be launched in the course of the project.

**Former Russian Military Officers Training Program**

*The Eurasia Foundation's Moscow office administers a joint program of the Eurasia Foundation and the Open Society Institute to facilitate the integration of discharged military personnel and their family members into society. Regional organizations will develop cost-effective models to reduce unemployment and promote transition to civilian life for servicemen, up to one million of who are expected to be discharged by the year 2000. The models will be disseminated among over 150 organizations working with this population in Russia's regions.*

**Regional Center of Social Adaptation of Military Servicemen \$15,079***Moscow Oblast, Russia*

To support job creation and business activity among decommissioned military officers through specialized training, consultation services, and assistance in obtaining micro-loans from a local credit cooperative serving this target population.

**Section: Engineering Issues of Stability and Conversion at Russian Engineering Academy \$17,011***Moscow Oblast, Russia*

Up to 150 officers formerly serving at the Defense Ministry's Central Institute, all of whom have

advanced expertise in various high technology fields, will receive specialized training in marketing technologies, innovative management, and related topics. As a result of the program, up to ten new businesses will be created, and up to forty of the officers will be placed in existing high-tech businesses.

**Educational Center            \$21,039**

*Leningrad Oblast, Russia*

To support job creation and sustainable business activity among decommissioned military officers and their family members by adapting to their needs the training, leasing and microfinance programs offered by Center for Citizens Initiatives. Sixty military officers and their family members from five military base towns in the region will receive specialized training in business management development, and no fewer than six new clothing manufacturing enterprises will be created.

## Strategic Objective 1.3

### Ukraine

#### Open-Door Grants

##### **Podilia Pershiy Association      \$2,657**

*Khmelnysky Oblast, Ukraine*

To support business development by holding a conference on an “industry clusters” approach in business development. The conference is intended to show representatives from local government and small and medium enterprises the benefits of focusing on strategic industry clusters as a mechanism for growing small businesses and attracting investment.

##### **Kamianka-Buzka Trade and Commercial Chamber    \$12,159**

*Kamyanka-Bug, Ukraine*

To support small business development by creating a center that will provide consultations and informational support to entrepreneurs. Seminars and regional conferences will be held with the aim to improve the professional qualifications of entrepreneurs in the region; inform the public and local authorities about impediments to business development; and create more favorable conditions for small business growth in the region.

##### **Alchevsk Regional Trade Union of Entrepreneurs    \$9,259**

*Luhansk Oblast, Ukraine*

To support the development of private enterprise in Alchevsk, Stakhanov and Brianka by providing legal advice to local businesses. The ARTUE will also conduct five seminars on business basics and six round table discussions on issues related to business development for entrepreneurs and local authorities. Informational bulletins highlighting crucial points of business development will be prepared for distribution at these events.

##### **AIESEC      \$5,150**

*Ukraine*

To implement and promote new approaches to leadership and entrepreneurship education in Ukraine. In the course of project implementation, 50 Ukrainian students will receive comprehensive business practices training and intern with firms abroad.

##### **Union to Promote Rural Tourism in Ukraine    \$22,844**

*Ukraine*

To develop innovative form of entrepreneurship in the country - ecotourism - by creating enabling environment for it (adoption of the changes to the Law “On private land parcels” in Verkhovna Rada) and training of no less than 60 instructors on ecotourism which will assist in creation of about 200 private hotels in the country and train local entrepreneurs in tourism business management.

**Institute for International Business Development    \$19,656**

*Ukraine*

To familiarize participants of “Small Business in Small Towns in Ukraine” seminar with current business support programs in Ukraine, raise their level of professionalism and special skills in providing business support services to entrepreneurs. The two day seminar will gather more than 100 participants from 46 organizations from 9 regions of Ukraine.

**Central Connecticut State University    \$103,954**

*Uzhgorod, Ukraine*

For the continuation of a partnership with Uzhgorod State University (USU) to improve entrepreneurial skills and business practices in western Ukraine. This grant supports the establishment of a business center at USU that will offer fee-based, specialized consulting and training in small business management and accounting, joint venture accounting, business English, and computer and information technology.

**Small Business in Small Towns in Ukraine**

*The Eurasia Foundation conducted a competition in Ukraine to create favorable conditions for small business development in towns with populations up to 150,000. Grants were made to provide entrepreneurs with quality training, information and consulting services from regional business centers in large cities, and from local business and entrepreneurs’ associations in the small towns. The two-year, \$1 million initiative awarded grants up to \$40,000 to regional business support centers and \$30,000 to local organizations in small towns. The program will increase the number of small and medium enterprises (SMEs) in targeted regions, create new jobs, increase SME competitiveness and profitability, strengthen the institutional development of local entrepreneurs’ associations, and increase public support for private entrepreneurship.*

**Kharkiv Business Support Center    \$40,000**

*Kharkiv Oblast, Ukraine*

To create favorable conditions for entrepreneurship development in Kharkiv Oblast. Project principals will establish a network of local business support structures, train experts, and provide information and consulting services to oblast entrepreneurs, in cooperation with local government stakeholders and mass media.

**Business and Cultural Center    \$10,000**

*Kharkiv Oblast, Ukraine*

To support entrepreneurship development in Zmiyiv (Kharkiv Oblast) by training and consulting beginner entrepreneurs. In cooperation with the Kharkiv Regional Business Assistance Center, project principals will conduct seminars, train experts, and provide consulting support to clients on a planned and as-needed basis.

**Audit Company Audit-Kupyansk    \$10,000**

*Kharkiv Oblast, Ukraine*

To support entrepreneurship development in Kupyansk (Kharkiv Oblast) by training and consulting beginner entrepreneurs. In cooperation with the Kharkiv Regional Business Assistance Center, project



principals will conduct seminars, train experts, and provide consulting support to clients on a planned and as-needed basis.

**Association of Entrepreneurs of Derhachev Region      \$9,888**

*Kharkiv Oblast, Ukraine*

To support entrepreneurship development in rural areas of Kharkiv Oblast by training and consulting beginner entrepreneurs. In cooperation with the Kharkiv Regional Business Assistance center, project principals will conduct seminars, train experts, and provide consulting support to clients on a planned and as-needed basis.

**Union to Defence Consumers and Entrepreneurs Rights    \$10,000**

*Kharkiv Oblast, Ukraine*

To support entrepreneurship development in Kehychivka (Kharkiv Oblast) by training and consulting beginner entrepreneurs. In cooperation with the Kharkiv Regional Business Assistance Center, project principals will conduct seminars, train experts, and provide consulting support to clients on a planned and as-needed basis.

**Rivne Business Support Center \$40,050**

*Rivne Oblast, Ukraine*

To create favorable conditions for entrepreneurship development in Rivne Oblast. Project principals will establish a network of local business support structures, train experts, and provide information and consulting services to oblast entrepreneurs, in cooperation with local government stakeholders and mass media.

**Joint Stock Company - Shina      \$10,000**

*Rivne Oblast, Ukraine*

To support entrepreneurship development in Ostrih (Rivne Oblast) by training and consulting beginner entrepreneurs. In cooperation with the Rivne NewBiznet Center, project principals will conduct seminars, train experts, and provide consulting support to clients on a planned and as-needed basis.

**Private Enterprise Fantomash    \$10,000**

*Rivne Oblast, Ukraine*

To support entrepreneurship development in Sarny (Rivne Oblast) by training and consulting beginner entrepreneurs. In cooperation with the Rivne NewBiznet Center, project principals will conduct seminars, train experts, and provide consulting support to clients on a planned and as-needed basis.

**Intron - Newbiznet \$40,000**

*Donetsk Oblast, Ukraine*

To create favorable conditions for entrepreneurship development in Donetsk oblast. Project principals will establish a network of business centers, train experts, and provide information and consulting services to oblast entrepreneurs, in cooperation with local government stakeholders and mass media.

**Company FARLEP Telecom      \$10,000***Donetsk Oblast, Ukraine*

To support entrepreneurship development in Druzhkivka (Donetsk Oblast) by training and consulting beginner entrepreneurs. In cooperation with the Donetsk Intron Newbiznet Center, project principals will conduct seminars, train experts, and provide consulting support to clients on a planned and as-needed basis.

**Dnipropetrovsk Science and Technology Park      \$39,360***Dnipropetrovsk Oblast, Ukraine*

To create favorable conditions for entrepreneurship development in Dnipropetrovsk oblast. Project principals will establish a network of five business centers, train experts, and provide information and consulting services to oblast entrepreneurs, in cooperation with local government stakeholders and mass media.

**Institute for Entrepreneurship and Staff Training      \$10,000***Dnipropetrovsk Oblast, Ukraine*

To support entrepreneurship development in Dnipropetrovsk Oblast by training and consulting beginner entrepreneurs. Project principals will conduct seminars, train experts, and provide consulting support to clients on a planned and as-needed basis.

**Private Enterprise - Balans      \$10,000***Dnipropetrovsk Oblast, Ukraine*

To support entrepreneurship development in Dnipropetrovsk Oblast by training and consulting beginner entrepreneurs. Project principals will conduct seminars, train experts, and provide consulting support to clients on a planned and as-needed basis.

**Advanced Training Center - ZnALINA      \$10,000***Dnipropetrovsk Oblast, Ukraine*

To create favorable conditions for entrepreneurship development in Dnipropetrovsk oblast. Project principals will establish a network of business centers, train client organizations' personnel, and provide informational and consulting services to oblast entrepreneurs, while actively cooperating with key local government stakeholders and mass media.

**Lviv NewBiznet Center      \$39,534***Lviv Oblast, Ukraine*

To create favorable conditions for entrepreneurship development in Lviv Oblast. Project principals will establish a network of local business support structures, train experts, and provide information and consulting services to oblast entrepreneurs, in cooperation with local government stakeholders and mass media.

**Association of Entrepreneurs and Industrialists      \$10,039***Lviv Oblast, Ukraine*

To support entrepreneurship development in Skole (Lviv Oblast) by training and consulting local

entrepreneurs. In cooperation with the Lviv NewBiznet Business Support Center, project principals will conduct seminars, train experts, and provide consulting support to clients on a planned and as-needed basis. The project also aims to increase local entrepreneurs' access to credit.

**Union of Entrepreneurs \$10,000**

*Lviv Oblast, Ukraine*

To support entrepreneurship development in Zolochiv (Lviv Oblast) by training and consulting beginner entrepreneurs. In cooperation with the Lviv NewBiznet Center, project principals will conduct seminars, train experts, and provide consulting support to clients on a planned and as-needed basis.

**Brody Union of Entrepreneurs \$10,000**

*Lviv Oblast, Ukraine*

To support entrepreneurship development in Brody (Lviv Oblast) by training and consulting beginner entrepreneurs. In cooperation with the Lviv NewBiznet Center, project principals will conduct seminars, train experts, and provide consulting support to clients on a planned and as-needed basis.

**Truskavets Small and Medium Business Association \$9,757**

*Lviv Oblast, Ukraine*

To support entrepreneurship development in Truskavets (Lviv Oblast) by training and consulting beginner entrepreneurs. Project principals will conduct seminars, train experts, and provide consulting support to clients on a planned and as-needed basis.

**Joint Stock Society Tetra Onis \$10,000**

*Ivano-Frankivsk Oblast, Ukraine*

To support entrepreneurship development in Kolomiya (Ivano-Frankivsk Oblast) by training and consulting beginner entrepreneurs. In cooperation with the Ukrainian Canadian Business Support Center, project principals will conduct seminars, train experts, and provide consulting support to clients on a planned and as-needed basis.

**Tysmenytsia Region Private Entrepreneurs Union \$9,757**

*Ivano-Frankivsk Oblast, Ukraine*

To support entrepreneurship development in Tysmenytsia (Ivano-Frankivsk Oblast) by training and consulting beginner entrepreneurs. In cooperation with the Ukrainian Canadian Business Support Center, project principals will conduct seminars, train experts, and provide consulting support to clients on a planned and as-needed basis.

**Sumy Business Center \$19,035**

*Sumy Oblast, Ukraine*

To create favorable conditions for entrepreneurship development in Sumy Oblast. Project principals will establish a network of local business support structures, train experts, and provide information and consulting services to oblast entrepreneurs, in cooperation with local government stakeholders and mass media.

**Ukrainian Union of Entrepreneurs and Industrialists, Lebedin branch   \$9,850***Sumy Oblast, Ukraine*

To support entrepreneurship development in Lebedyn (Sumy Oblast) by training and consulting beginner entrepreneurs. In cooperation with the Sumy Business Support Center, project principals will conduct seminars, train experts, and provide consulting support to clients on a planned and as-needed basis.

**Small Private Enterprise Danko \$9,931***Sumy Oblast, Ukraine*

To support entrepreneurship development in Krolevets (Sumy Oblast) by training and consulting beginner entrepreneurs. In cooperation with the Sumy Business Support Center, project principals will conduct seminars, train experts, and provide consulting support to clients on a planned and as-needed basis.

**Ternopil Business-incubator, Borschiv branch       \$9,730***Ternopil Oblast, Ukraine*

To support entrepreneurship development in Borshchiv (Ternopil Oblast) by training and consulting beginner entrepreneurs. In cooperation with the Ternopil Oblast Business Incubator, project principals will conduct seminars, train experts, and provide consulting support to clients on a planned and as-needed basis.

**Vinnitsia Consulting Center       \$19,999***Vinnitsia Oblast, Ukraine*

To create favorable conditions for entrepreneurship development in Vinnytsia Oblast. Project principals will establish a network of local business support structures, train experts, and provide information and consulting services to oblast entrepreneurs, in cooperation with local government stakeholders and mass media.

**Yampil Region Union of Entrepreneurs       \$10,000***Vinnitsia Oblast, Ukraine*

To support entrepreneurship development in Yampil (Vinnytsia Oblast) by training and consulting beginner entrepreneurs. In cooperation with the Vinnytsia Consulting Center, project principals will conduct seminars, train experts, and provide consulting support to clients on a planned and as-needed basis.

**Tulchin Region Union of Entrepreneurs       \$10,000***Vinnitsia Oblast, Ukraine*

To support entrepreneurship development in Tulchin (Vinnytsia Oblast) by training and consulting beginner entrepreneurs. In cooperation with the Vinnytsia Consulting Center, project principals will conduct seminars, train experts, and provide consulting support to clients on a planned and as-needed basis.

### **Western NIS Training Materials Competition**

*The Eurasia Foundation's West NIS Office conducts a semi-annual recoverable grants competition in Ukraine and Moldova, and a regular grant competition in Belarus for projects to publish textbooks and training materials in economics and business. Proposal submissions are evaluated by an expert review panel. Publications supported are expected to be sold, and a portion of the revenues generated under each grant in Ukraine and Moldova are returned to the Eurasia Foundation to support future grant awards.*

### **Kyiv Institute of Geopolitics, Economics, and Management      \$20,000**

*Kyiv, Ukraine*

To increase quality of education of economists, financial analysts and bankers through development, publication and distribution of 9000 copies of a textbook "Money Supply and Demand in Ukraine" by V. Yushchenko and V. Lisitsky. Proceeds from sale of the book will be returned to the Foundation to support other grants.

## Strategic Objective 1.4

### Armenia

#### Open-Door Grants

##### **Foundation for International Community Assistance      \$175,000**

*Armenia, Azerbaijan, Georgia, Kyrgyzstan, and Russia*

For the establishment of a regional training and technical assistance hub that will support the development of microcredit programs throughout the NIS. The hub will help local microcredit practitioners develop soundly managed, sustainable programs.

##### **Small Enterprise Assistance Funds      \$31,350**

*Multiple countries of the former Soviet Union*

To conduct research and prepare a report on establishing and managing equity investment vehicles appropriate for small and medium enterprises in the NIS. The report is expected to help catalyze the creation of new equity funds in the NIS that can provide much-needed capital to small, private businesses.

## Strategic Objective 1.4

### Azerbaijan

#### Open-Door Grants

##### **Foundation for International Community Assistance      \$175,000**

*Armenia, Azerbaijan, Georgia, Kyrgyzstan, and Russia*

For the establishment of a regional training and technical assistance hub that will support the development of microcredit programs throughout the NIS. The hub will help local microcredit practitioners develop soundly managed, sustainable programs.

##### **Small Enterprise Assistance Funds      \$31,350**

*Multiple countries of the former Soviet Union*

To conduct research and prepare a report on establishing and managing equity investment vehicles appropriate for small and medium enterprises in the NIS. The report is expected to help catalyze the creation of new equity funds in the NIS that can provide much-needed capital to small, private businesses.

## Strategic Objective 1.4

### Belarus and Moldova

#### Open-Door Grants

##### **Small Enterprise Assistance Funds     \$31,350**

*Multiple countries of the former Soviet Union*

To conduct research and prepare a report on establishing and managing equity investment vehicles appropriate for small and medium enterprises in the NIS. The report is expected to help catalyze the creation of new equity funds in the NIS that can provide much-needed capital to small, private businesses.



## Strategic Objective 1.4

### Central Asia

#### Open-Door Grants

##### **Kazakhstan Community Loan Fund    \$157,960**

*Almatinskaya Oblast, Kazakhstan*

To support microenterprise and small business development by partially capitalizing the largest sustainable microcredit program in the country. The grant will assist KCLF to attain financial and operational sustainability as an intermediary non-banking microlending institution and to expand the provision of services throughout the region. The Eurasia Foundation support will also help to create a more favorable economic environment, to develop human resources, to create jobs and to increase entrepreneurs' ability to make and to sustain profitable businesses.

##### **Urjar Association of Farmers    \$33,849**

*West-Kazakhstan Oblast, Kazakhstan*

In support of a project that seeks to increase the use of an existing loan program administered by the Urjar Farmers Credit Union in Semipalatinsk Oblast and Eastern Kazakhstan. The project consists of training courses on the basics of agribusiness management for 150 farmers. Topics covered include: land legislation, taxation policy, customs law, auditing and accounting, and marketing. Once trained in these subjects, farmers will be better able to apply for and make use of loans from the credit union.

##### **Bukhara Business Women's Association Tadbirkor Ayol    \$4,946**

*Uzbekistan*

To encourage the further development of a pilot microcredit facility by training three representatives from a newly established credit union and one local bank representative in how to run a microlending program. Training will be provided by the Kyrgyz Financial Company on Support and Development of Credit Unions.

##### **Nufuz Ta'lim Ltd.    \$35,000**

*Uzbekistan*

To support the first year of a two-year program that will stimulate the development of local methodologies of microfinance services and create training facilities for microbusinesses in how to access microcredits. The grant will support the development of four training programs in microcredit for nonbanking financial institutions, banks, local governments, and microbusinesses and create local training capacity, training materials and a framework for evaluating microfinance programs. Finally, to achieve the project goals, partnerships with the Kazakhstan Community Loan Fund and Poland Business Incubator will be established.

##### **Association for Collaboration and Social Progress    \$34,863**

*Leninabad Oblast, Tajikistan*

To improve local training capacity and public awareness of microfinance by creating the Microcredit Training Center in cooperation with two other NGOs. The project will establish partnership relations

with foreign microcredit training centers, train trainers at the Taldi-Kurgan “Community Loan Fund” and Nizhny-Novgorod “Microfinance Center”, establish a local network at the Microcredit Training Center, create a library, develop and publish a quarterly information bulletin “Microbusiness World”, conduct roundtable discussions on microlending, and conduct a survey of market conditions for microloans.

**Khujand Business Women's Association      \$30,782**

*Leninabad Oblast, Tajikistan*

To improve local training capacity and public awareness of microfinance by creating the Microcredit Training Center in cooperation with two other local NGOs. The project envisions the development of five training programs on how to build sustainable microfinance institutions and manage credit. It also calls for the development of training materials and for conducting two training programs for 15 oblast NGOs.

**The Tajik Social Investment Fund will extend loan capital to most promising NGOs.  
Center of Support of Farmers and Business Razvitiye      \$35,000**

*Leninabad Oblast, Tajikistan*

To improve local training capacity and public awareness of microfinance by creating the Microcredit Training Center in cooperation with two other NGOs. The project focuses on the development of a concept for promoting microlending programs in rural areas, defining local microlending models, and establishing an information and consultative infrastructure for delivering microfinance services. In addition, the grant will cover the establishment of a “Development Fund” that will provide microcredit to the rural population in the Naus, Ganch and Gafur districts of Leninabad.

**Enterprise Development International      \$58,454**

*Karaganda, Kazakhstan*

To support the emergence and growth of small businesses, as well as to strengthen the viability of a financial intermediary in the region, by partially capitalizing a micro-lending fund. The fund, which is operated by the Center, provides small loans to businesses and individuals throughout the region. The grant will enable the lending program to achieve sustainability through origination fees, as well as produce a broader impact in terms of jobs and income creation.

**Foundation for International Community Assistance      \$175,000**

*Armenia, Azerbaijan, Georgia, Kyrgyzstan, and Russia*

For the establishment of a regional training and technical assistance hub that will support the development of microcredit programs throughout the NIS. The hub will help local microcredit practitioners develop soundly managed, sustainable programs.

**Small Enterprise Assistance Funds      \$31,350**

*Multiple countries of the former Soviet Union*

To conduct research and prepare a report on establishing and managing equity investment vehicles appropriate for small and medium enterprises in the NIS. The report is expected to help catalyze the creation of new equity funds in the NIS that can provide much-needed capital to small, private businesses.

## Strategic Objective 1.4

### Georgia

#### Open-Door Grants

##### **Foundation for International Community Assistance      \$175,000**

*Armenia, Azerbaijan, Georgia, Kyrgyzstan, and Russia*

For the establishment of a regional training and technical assistance hub that will support the development of microcredit programs throughout the NIS. The hub will help local microcredit practitioners develop soundly managed, sustainable programs.

##### **Small Enterprise Assistance Funds      \$31,350**

*Multiple countries of the former Soviet Union*

To conduct research and prepare a report on establishing and managing equity investment vehicles appropriate for small and medium enterprises in the NIS. The report is expected to help catalyze the creation of new equity funds in the NIS that can provide much-needed capital to small, private businesses.

## Strategic Objective 1.4

### Russia

#### Open-Door Grants

##### **Moscow Securities Center      \$21,554**

*Russian Federation*

To promote the development of a stock market through the creation of a Russian-language web-site providing comprehensive informational support to individual investors in Russia's stock market. The site will include on-line interactive consultations, information, analysis, training resources and regularly updated news reports focused on the individual investor.

##### **Small Business Support Fund Business-Incubator \$25,213**

*Sverdlovsk Oblast, Russia*

To promote small business development in the Sverdlovskaya oblast through expansion of a program of microlending to enterprises using a new system of credit guarantees. Up to 90 small businesses, chosen on a competitive basis, will be awarded a total of 95,000 roubles in credit financing annually, with the participation of local and regional banks and government programs in support of small business.

##### **Women's Entrepreneurship Support Foundation      \$31,049**

*Kaluga Oblast, Russia*

To facilitate the growth of micro enterprises in Russia through expanding the microfinance program in the Kaluga region. Kaluga Fund for support of women entrepreneurs will create affiliates in five districts of Kaluga oblast, train the credit officers, provide training and consultations for women entrepreneurs and disburse no less than 120 loans in the region.

##### **Business Youth Training Center and Business Incubator \$33,114**

*Kirov Oblast, Russia*

To facilitate the development and growth of small and medium business through increasing access to capital. The region's employment service and three local banks collaboratively will capitalize a one hundred thousand dollar capital pool and implement a merit-based competitive system for distribution to existing and start-up small and medium business. Credits will be issued to approximately 20 of the 150-200 enterprises expected to apply. All participants will receive training and consultations on preparing business plans for the competition. Lessons learned will be discussed at a concluding conference attended by local business, administration, and media.

##### **Tomsk Business Support Partnership \$34,996**

*Tomsk Oblast, Russia*

To facilitate access to capital by private enterprises through the development of a microcrediting program involving a local commercial bank and a new loan guarantee fund to be created by the grantee and the government regional entrepreneurship support fund. Loans will be made on a competitive basis

to at least ten local enterprises. A permanent working group including representatives from local banks, business associations, and government officials will be created to provide policy recommendations on improving access to capital by private enterprise. Information on the loan guarantee program will be published in the media and on the Internet.

**Women's Credit Union, Collaboration \$33,253**

*Smolensk Oblast, Russia*

To facilitate the growth of microenterprises through expanding the reach of an existing microfinance program, which in 1998 successfully issued one million rubles in credits to 150 local entrepreneurs. The grantee will open affiliate credit offices in four small towns in the region, train credit officers, provide training and consultations for loan applicants, publish and distribute monthly bulletins, and disburse up to 120 loans in the region.

**Institute of Economics and Social Research \$23,715**

*Southern Russia*

To support the development of financially sustainable urban microlending facilities and credit unions by conducting specialized research on relevant legislation and the status of current micro-credit programs. The results of the research will be used to develop a strategic program focused on MFIs and enabling environment.

**Consumers' Credit Union First Far Eastern \$15,087**

*Khabarovsk Krai, Primorsky Krai, Sakhalin Oblast, and Kamchatka Oblast, Russia*

To improve access to capital for small and medium businesses by encouraging the development of credit unions. An inter-regional center will be established to provide consultations and run seminars on how to organize and run a credit union, conduct informational campaigns and distribute packages of registration documents and manuals to initiative groups.

**Foundation for International Community Assistance \$175,000**

*Armenia, Azerbaijan, Georgia, Kyrgyzstan, and Russia*

For the establishment of a regional training and technical assistance hub that will support the development of microcredit programs throughout the NIS. The hub will help local microcredit practitioners develop soundly managed, sustainable programs.

**Small Enterprise Assistance Funds \$31,350**

*Multiple countries of the former Soviet Union*

To conduct research and prepare a report on establishing and managing equity investment vehicles appropriate for small and medium enterprises in the NIS. The report is expected to help catalyze the creation of new equity funds in the NIS that can provide much-needed capital to small, private businesses.

## Strategic Objective 1.4

### Ukraine

#### Open-Door Grants

##### **Small Enterprise Assistance Funds     \$31,350**

*Multiple countries of the former Soviet Union*

To conduct research and prepare a report on establishing and managing equity investment vehicles appropriate for small and medium enterprises in the NIS. The report is expected to help catalyze the creation of new equity funds in the NIS that can provide much-needed capital to small, private businesses.

## Strategic Objective 2.1

### Armenia

#### Open-Door Grants

##### **US-Armenia Business and Investment Association \$85,000**

###### *Armenia*

To provide initial support for the establishment of the Association. The Association will promote greater business ties between the United States and Armenia through information dissemination, promotion of trade and investment opportunities, and other services.

##### **Appraisal Society \$25,801**

###### *Armenia*

In support of the development of an appraisal market through increased awareness among specialists about existing appraisal-related techniques and through the creation of an appraisal-related regulatory base. The organization will develop and distribute publications (newsletters and magazines) on appraisal-related issues and will conduct seminars.

##### **Securities Market Members Association \$14,187**

###### *Armenia*

In support of greater access to business information through the publication of an Internet-based directory of securities market participants. The English and Russian resource will feature data on joint stock companies, relevant government institutions and officials, non-governmental organizations and excerpts from related laws.

##### **Femida NGO \$34,910**

###### *Armenia*

To improve media coverage of legal affairs. With leveraging from Open Society Institute, the grant will cover the costs of training seminars and round tables related to new legislation and international experience in media coverage of legal cases. Practical case studies and exercises will be conducted that will require the trainees to follow selected court cases and to write articles on them. A newsletter will be published featuring the subjects discussed.

##### **East-West Cross-Cultural Communication Center \$31,417**

###### *Armenia*

To strengthen the sphere of photojournalism through the establishment of a permanent training center for future practitioners. Following theoretical instruction, a hands-on training program will be conducted in a working photo news studio, technically furnished for state-of-the-art production. Apprenticeships at leading media institutions will be arranged, and contacts with photojournalists abroad will be facilitated through the center's Internet connection. The center will feature rotating photo exhibitions of trainees' works.

**Public Organization Cooperation and Democracy    \$5,133***Armenia*

To promote transparent and fair elections and increase voter participation in the May 1999 parliamentary elections through the publication of a guide containing relevant information about the sociological, legislative, economic and political situation in Armenia. This information will support local and foreign journalists covering the electoral campaign.

**Union of Civil Society        \$16,002***Armenia*

To promote more active citizen participation in the May 1999 parliamentary elections. The grant will support the production of TV and radio announcements and a call-in TV show. The project will be implemented by the first organization of local observers in Armenia in close cooperation with the National Democratic Institute (NDI), International Foundation for Electoral Systems (IFES), and Internews.

**TSAYG Ltd    \$18,836***Armenia*

In support of an interactive broadcast series to challenge citizens to greater participation in civic affairs. The forty-two TV programs will feature public debates among local candidates with a call-in component, a sequence entitled, “Ask Your Local Official,” and features on “Grass Roots Organizations that Make a Difference,” and “Opening Up Local Government.” Town meetings will be televised featuring provocative discussions and fresh public survey data on issues of local importance.

**The A. D. Sakharov Armenian Foundation for Human Rights Protection        \$10,921***Armenia*

To increase public activism by strengthening a citizen-founded, multifunction community advocacy center in a devastated district of the earthquake zone. Training courses in creative community problem solving, consensus-based collective action, and effective public dialog will be conducted for the center’s leaders, and town meetings and roundtable discussions will be held to stimulate targeted citizen initiatives before local legislative and executive bodies.

**Fund of Development of Television and Radio        \$14,508***Armenia*

To enhance public debate of local issues through a series of interactive “town meeting” television broadcasts. This phase-one seed grant will support a sociological assessment gauging the priorities of citizens, NGOs, and independent media outlets for topics of public debate. Research results will form the basis for subsequent TV broadcasts.

**Caucasus Synergy Contact Grant Competition**

*In an effort to foster cooperation among grantees in the South Caucasus and to encourage regional solutions to problems, the Eurasia Foundation’s Caucasus Regional Office conducted a competition to encourage the development and implementation of collaborative projects, each involving organizations from at least two of the three South Caucasus countries. A total of 27 contact grants*



*were awarded, thereby giving partners the opportunity to meet and develop joint proposals. Linkage grants will be awarded to the best joint proposals developed under the Contact Grant Competition.*

**Research Center for City Management      \$706**

*Caucasus region*

In support of preliminary activities to establish the legal, institutional, and informational basis for the creation of a regional housing market in the South Caucasus. Future project activities would include analysis of existing laws and conditions, the creation of a database of region-wide real estate information, and development of recommendations to promote the development of the market.

**Armenian Association of Film Critics & Cinema Journalists      \$768**

*Caucasus region*

In support of preliminary activities aimed at developing the South Caucasus film industry by conducting regional market research on film and video markets, presenting recommendations to independent film studios and film producers, and creating a regional informational center able to implement research recommendations.

**HAM Ltd.      \$1,098**

*Caucasus region*

In support of preliminary activities aimed at the development of the tea and spice industry in the South Caucasus, including market research on the production and export potential of teas, spices, and alternative agricultural crops, and the creation of a regional business association.

**Arka News Agency \$740**

*Caucasus region*

In support of preliminary activities aimed at region-wide information exchange through the creation of a regional electronic database and other informational sources related to local and national elections in the South Caucasus.

**Meltex      \$729**

*Caucasus region*

In support of preliminary activities to encourage the development of regional broadcast media through the creation of training courses and materials for Georgian and Armenian TV company employees and the establishment of a Caucasus Training Center for TV specialists.

**Sed Marsed Consulting Company      \$856**

*Caucasus region*

In support of preliminary activities to promote the development of capital markets in the South Caucasus by publishing a regional analytical journal - Caucasian Capital Markets - and preparing an instructional course for capital markets professionals.

**Accountants' Business Meeting Club \$955***Caucasus region*

In support of preparatory activities to accelerate reform of accounting in the South Caucasus by harmonizing financial bookkeeping systems based on International Accounting Standards (IAS).

**Non Profit Ltd. TIC \$742***Caucasus region*

In support of preliminary activities to develop the tourism industry throughout the South Caucasus by developing a marketing strategy, conducting training for tourism professionals, and establishing a coordinating informational association.

**Gyumri Stock Exchange \$785***Caucasus region*

In support of preliminary activities aimed at the establishment of a regional securities market in the South Caucasus through the creation of a securities market database and a regional system of information exchange, as well as the publication of information related to the development of securities markets in the region.

**Union of Armenian Economists \$760***Caucasus region*

In support of preliminary activities to promote effective development of a region-wide economic and transport system through a systematic analysis of the socioeconomic and territorial effects of the TRASECA project in the South Caucasus.

**Yerevan Institute of Architecture and Construction \$482***Caucasus region*

In support of preliminary activities aimed at encouraging civic participation in land reform by identifying opportunities for participation in territorial management, planning a public education campaign, and developing related legislation on legal consultations and private ownership rights.

**Armenian Internet Users Group \$136***Caucasus region*

In support of preliminary activities to expand access to electronic communications technology through the establishment of an Association of Computer Networks in the South Caucasus and the creation of a tripartite, mirror web server serving the entire region.

**Union for Protection of Consumers Rights \$981***Caucasus region*

In support of preliminary activities aimed at the development of a unified strategy for defending consumer rights in the Caucasus through the creation of a database and publications, and the establishment of region-wide standards for consumer goods and services.

**Defence Fund for Persons Arrested Illegally \$1,000***Caucasus region*

In support of preliminary activities aimed at the development of region-wide standards for human rights legislation and the publication of a brochure presenting a comparative analysis of civil and political rights in the countries of the South Caucasus.

**Avangard Research Center \$795***Caucasus region*

To develop a project aimed at establishing free on-line access to electronic databases on legal regulations concerning civil rights and entrepreneurial activities in the South Caucasus.

**Femida NGO \$712***Caucasus region*

In support of preliminary activities to promote the rule of law in the Caucasus through the development of the legal profession and the establishment of cooperative relations between attorneys and media entities.

**Committee of Business Women of Armenia in Vanadzor \$740***Caucasus region*

In support of preliminary activities to promote more active involvement of South Caucasian women in business. The project would include the establishment of a business counseling center, creation of a business training program, and publication of a bulletin for women entrepreneurs in the region.

**Armavir Benevolent Union \$689***Caucasus region*

To develop a project aimed at the harmonization of agrarian sector regulations among the South Caucasian republics and dissemination of marketing information on agricultural products in the region.

**Ecoteam NGO \$865***Caucasus region*

To develop a project aimed at increasing the utilization of renewable energy resources in the South Caucasian republics through the consolidation of information on regional renewable energy sources, the establishment of a South Caucasus Association of Renewable Energy, and the promotion of investment in such resources.

**Women's Council of Armenia \$783***Caucasus region*

To develop a project aimed at increasing the participation of women in politics and decision-making in the South Caucasus. The project envisions creating a database concerning women's involvement in political processes, publishing a weekly bulletin, producing radio programs and a documentary film for TV, and conducting seminars and training for female politicians.

**Union of Journalists of Armenia \$816***Caucasus region*

In support of preliminary activities to build relationships among NGOs and the media in Armenia, Azerbaijan and Georgia, thereby allowing them to develop coordinated strategies to prevent and solve ethnic conflicts in the region.

**EIS, Ltd. \$770***Caucasus region*

To develop a project aimed at creating a regional business newspaper by deepening cooperation among newspapers in Georgia, Armenia and Azerbaijan.

**Radio Burg \$684***Caucasus region*

In support of preliminary activities to increase the exchange of information between Georgia and Armenia by creating a series of radio links.

**Yerevan Press Club \$457***Caucasus region*

To develop a project aimed at promoting cooperation among NGOs in the South Caucasus through the creation of a regional electronic bulletin. The bulletin would include information on activities and initiatives of the third sector in the region.

**Noyan Tapan Ltd. \$586***Caucasus region*

In support of preliminary activities to develop a region-wide informational guide, including information on media entities, financial entities, political parties, NGOs, international organizations, and the legal systems in the South Caucasian republics. The information would be distributed as a book, a CD and on a web-site.

**Gyumri Economic Consulting Center \$673***Caucasus region*

To develop a project that would identify problems hampering the development of small and medium businesses in the South Caucasus and create a region-wide database on small and medium enterprises in the region. Recommendations to improve the regional business environment would also be presented to the appropriate governmental structures.

**Caucasus Synergy Linkage Grant Competition****Association of Information Specialists \$24,474***Caucasus*

To promote cooperative development of libraries and information centers throughout the South Caucasus by establishing a three-country network for librarians and information specialists that will

facilitate region-wide sharing of information and leveraging of specialists' knowledge. Experts from Armenia, Azerbaijan, and Georgia will conduct a course in Tbilisi for 21 librarian trainers. Newly certified trainers will return to their communities to conduct regular training courses for other librarians through distance learning courses via an Internet web site. Specialists from the Mortenson Center for International Library Programs (USA) will assist with the development of course materials and the training curriculum and will conduct an evaluation of the project. Through on-going training courses and a newsgroup, professionals will develop a functional network for further standardization and modernization of information exchange systems in the region.

**AVANGARD Humanitarian Research Center    \$15,628**

*Caucasus*

In support of an Internet-accessible database on civic rights and entrepreneurial legislation in the South Caucasus. Parallel computer centers in Baku, Tbilisi, and Yerevan will be established to house and maintain the databases, which will be available in the Armenian, Azeri, Georgian, Russian, and English languages. The respective web sites will be connected via hyperlinks.

**Scientific Centre for Management Systems    \$17,356**

*Caucasus*

In support of the region wide development of the real estate sector through the creation of a collaborative three-country legislative database offering comparative analyses. The project will also create a web page on legal issues, and develop suggestions for improvement and harmonization of national real estate policies.

**Noyan Tapan Ltd.    \$12,216**

*Caucasus*

In support of filling the regional information vacuum through an integrated multi-sector directory. This new multi-language resource will feature contact information and descriptions of non-governmental organizations, media entities, private enterprises, government agencies, and legal systems in the three countries. The directory will be available in hard-copy, updateable binders or via the web.

**Yerevan Press Club                    \$14,952**

*Caucasus*

To promote integrated region-wide civic society development through a program of enhanced cooperation among the media and NGOs in the South Caucasus. Working groups of journalists and NGO representatives will form consultative teams on critical regional topics in economic cooperation, environmental reform and civic rights protection. The teams will in turn link with broader groups of NGOs to generate news for the program's web page, electronic bulletin, and press conferences and roundtables.

**Burg+, Ltd.    \$12,952**

*Caucasus*

In support of increased dialogue on issues of region-wide importance for South Caucasus citizens, through live radio forums broadcast simultaneously in Armenia, Azerbaijan and Georgia. The project

will produce 27 weekly radio programs with experts from all three countries and a prerecorded call-in component for listener questions. In cooperation with Internews, the project will organize three training programs for participating journalists and technical staff, as well as one joint seminar in Tbilisi to develop the program's ethical and professional policy. In its third month, the project will cooperate with other radio stations in the three countries to prepare a radio-bridge. This bridge will serve as a radio forum through which stations throughout the South Caucasus can broadcast cooperatively.

#### **Fund Against Violation of Law   \$21,405**

##### *Caucasus*

In support of increased cooperation among civic rights advocacy groups in the South Caucasus. The project intends to enhance cooperation and information exchange among civic rights advocacy groups and to establish regionally accepted standards for identifying and addressing civic rights violations. The project will involve joint training courses for representatives of advocacy organizations and media entities, creation of a database and web site on civic rights issues, publication of informational materials, and media monitoring.

#### **Hovhannes Grigoryan Accountant's Club   \$12,707**

##### *Caucasus*

In support of the harmonization of accounting systems and financial reporting standards in the South Caucasus. The project will feature a series of three-party consultative sessions during which comparative analyses will be conducted and joint recommendations developed. The meetings will form the foundation of an ongoing consultative network to be maintained through electronic communication. The project leverages the accounting reform activities of Sibley International (USAID contractor), which is co-funding the project.

## Strategic Objective 2.1

### Azerbaijan

#### Open-Door Grants

##### **Independent Consumers Union \$21,580**

###### *Azerbaijan*

To support a more market-responsive accountable business sector through a TV series on consumer awareness and action. The thirty-six week service consisting of fast-paced ten-minutes spots will feature product of citizen pro-action in strengthening the link between consumer demand and business behavior.

##### **Internews Azerbaijan \$25,751**

###### *Azerbaijan*

In support of improved television coverage of topics and events related to economic reform. Journalists from independent TV stations in Baku, Ganja, Zaqatala, Balakan, Mingacevir, Quba and Tovuz will participate in a seminar and practicum conducted by western and NIS specialists and will produce individual short subjects in related topics to be broadcast in their communities.

##### **Independent Assistance and Consulting Center For the Sake of Civic Society \$23,265**

In support of citizen responsibility for promoting free and fair elections, through a training program for 1,100 volunteer independent observers for the fall 1999 municipal elections and the publication of an observer's handbook. Training will take place in Baku and the Sumgait region.

##### **Journalist Defense Committee of Azerbaijan RUH \$20,991**

###### *Baku, Azerbaijan*

To promote greater transparency and objectivity during local elections through a multifaceted journalism training program. The project involves monitoring press during and after the upcoming election, publishing materials on the rights of journalists with respect to election coverage, and hosting seven training seminars and roundtable discussions for more than 200 journalists from different cities in Azerbaijan, with the participation of Georgian and Armenian experts.

##### **Baku Press Club \$25,719**

###### *Azerbaijan*

In support of increased public interest and participation in NGO activity through the creation and broadcast of a nine-program television documentary series highlighting the achievements of indigenous NGOs and outlining the challenges facing the sector. Programs will include post-broadcast studio discussions among experts related to a specific NGO field. The project is co-financed by ISAR/ Azerbaijan.

**Open Society Institute     \$50,000**

*Azerbaijan, Belarus, Kyrgyzstan, Moldova, Russia, Ukraine, and Uzbekistan*

For continued partial support of the Project Syndicate, which provides its member papers in the NIS with high quality syndicated articles on transition issues and access to various professional training programs. The program also facilitates communication and cooperation between the Syndicate's ten NIS members and fosters interaction between these papers and the Syndicate's members in Central and Eastern Europe, Western Europe, and Asia.

**Caucasus Synergy Contact Grant Competition**

*In an effort to foster cooperation among grantees in the South Caucasus and to encourage regional solutions to problems, the Eurasia Foundation's Caucasus Regional Office conducted a competition to encourage the development and implementation of collaborative projects, each involving organizations from at least two of the three South Caucasus countries. A total of 27 contact grants were awarded, thereby giving partners the opportunity to meet and develop joint proposals. Linkage grants will be awarded to the best joint proposals developed under the Contact Grant Competition.*

**KOSIA SMEDA     \$676**

*Caucasus region*

In support of preliminary activities aimed at developing the South Caucasus film industry by conducting regional market research on film and video markets, presenting recommendations to independent film studios and film producers, and creating a regional informational center able to implement research recommendations.

**Association of Security Market Participants AFBI     \$785**

*Caucasus region*

In support of preliminary activities aimed at the establishment of a regional securities market in the South Caucasus through the creation of a securities market database and a regional system of information exchange, as well as the publication of information related to the development of securities markets in the region.

**Union of Economists of Azerbaijan     \$398**

*Caucasus region*

In support of preliminary activities to promote effective development of a region-wide economic and transport system through a systematic analysis of the socioeconomic and territorial effects of the TRASECA project in the South Caucasus.

**Independent Consumers Union \$823**

*Caucasus region*

In support of preliminary activities aimed at the development of a unified strategy for defending consumer rights in the Caucasus through the creation of a database and publications and the establishment of region-wide standards for consumer goods and services.



**Business Bulletin Publishing House    \$672***Caucasus region*

To develop a project aimed at establishing free on-line access to electronic databases on legal regulations concerning civil rights and entrepreneurial activities in the South Caucasus.

**Areat Research Center    \$740***Caucasus region*

In support of preliminary activities to promote more active involvement of South Caucasian women in business. The project would include the establishment of a business counseling center, creation of a business training program, and publication of a bulletin for women entrepreneurs in the region.

**Agrarian Reform Scientific and Consulting Center    \$799***Caucasus region*

To develop a project aimed at the harmonization of agrarian sector regulations among the South Caucasian republics and dissemination of marketing information on agricultural products in the region.

**Akhundov National Library of Azerbaijan    \$999***Caucasus region*

To develop a project aimed at promoting the professional growth of librarians and other information specialists and expanding computerization of library resources in the South Caucasus.

**Journalist Defense Committee of Azerbaijan RUH    \$663***Caucasus region*

In support of preliminary activities to build relationships among NGOs and the media in Armenia, Azerbaijan and Georgia, thereby allowing them to develop coordinated strategies to prevent and solve ethnic conflicts in the region.

**Yeni Nesil Union of Journalists of Azerbaijan \$502***Caucasus region*

To develop a project aimed at promoting cooperation among NGOs in the South Caucasus through the creation of a regional electronic bulletin. The bulletin would include information on activities and initiatives of the third sector in the region.

**Ganun Magazine    \$618***Caucasus region*

In support of preliminary activities to develop a region-wide informational guide, including information on media entities, financial entities, political parties, NGOs, international organizations, and the legal systems in the South Caucasian republics. The information would be distributed as a book, a CD and on a web-site.

## **Strategic Research Center for Development and Collaboration Sigma \$646**

### *Caucasus region*

To develop a project that would identify problems hampering the development of small and medium businesses in the South Caucasus and create a region-wide database on small and medium enterprises in the region. Recommendations to improve the regional business environment would also be presented to the appropriate governmental structures.

## **Caucasus Synergy Linkage Grant Competition**

### **Business Bulletin Publishing House \$14,704**

#### *Caucasus*

In support of an Internet-accessible database on civic rights and entrepreneurial legislation in the South Caucasus. Parallel computer centers in Baku, Tbilisi, and Yerevan will be established to house and maintain the databases, which will be available in the Armenian, Azeri, Georgian, Russian, and English languages. The respective web sites will be connected via hyperlinks.

### **Akhundov National Library of Azerbaijan \$20,281**

#### *Caucasus*

To promote cooperative development of libraries and information centers throughout the South Caucasus by establishing a three-country network for librarians and information specialists that will facilitate region-wide sharing of information and leveraging of specialists' knowledge. Experts from Armenia, Azerbaijan, and Georgia will conduct a course in Tbilisi for 21 librarian trainers. Newly certified trainers will return to their communities to conduct regular training courses for other librarians through distance learning courses via an Internet web site. Specialists from the Mortenson Center for International Library Programs (USA) will assist with the development of course materials and the training curriculum and will conduct an evaluation of the project. Through on-going training courses and a newsgroup, professionals will develop a functional network for further standardization and modernization of information exchange systems in the region.

### **Magazine Qanun \$11,587**

#### *Caucasus*

In support of filling the regional information vacuum through an integrated multi-sector directory. This new multi-language resource will feature contact information and descriptions of non-governmental organizations, media entities, private enterprises, government agencies, and legal systems in the three countries. The directory will be available in hard-copy, updateable binders or via the web.

### **Yeni Nesil Union of Journalists of Azerbaijan \$12,495**

#### *Caucasus*

To promote integrated region-wide civic society development through a program of enhanced cooperation among the media and NGOs in the South Caucasus. Working groups of journalists and NGO representatives will form consultative teams on critical regional topics in economic cooperation, environmental reform and civic rights protection. The teams will in turn link with broader groups of NGOs to generate news for the program's web page, electronic bulletin, and press conferences and roundtables.

**Society for Urban Development of Georgia \$20,668***Caucasus*

In support of the region wide development of the real estate sector through the creation of a collaborative three-country legislative database offering comparative analyses. The project will also create a web page on legal issues, and develop suggestions for improvement and harmonization of national real estate policies.

**Green Wave Association \$30,139***Caucasus*

In support of increased dialogue on issues of region-wide importance for South Caucasus citizens, through live radio forums broadcast simultaneously in Armenia, Azerbaijan and Georgia. The project will produce 27 weekly radio programs with experts from all three countries and a prerecorded call-in component for listener questions. In cooperation with Internews, the project will organize three training programs for participating journalists and technical staff, as well as one joint seminar in Tbilisi to develop the program's ethical and professional policy. In its third month, the project will cooperate with other radio stations in the three countries to prepare a radio-bridge. This bridge will serve as a radio forum through which stations throughout the South Caucasus can broadcast cooperatively.

**Former Political Prisoners for Human Rights \$23,531***Caucasus*

In support of increased cooperation among civic rights advocacy groups in the South Caucasus. The project intends to enhance cooperation and information exchange among civic rights advocacy groups and to establish regionally accepted standards for identifying and addressing civic rights violations. The project will involve joint training courses for representatives of advocacy organizations and media entities, creation of a database and web site on civic rights issues, publication of informational materials, and media monitoring.

**Georgian Federation of Professional Accountants and Auditors \$18,694***Caucasus*

In support of the harmonization of accounting systems and financial reporting standards in the South Caucasus. The project will feature a series of three-party consultative sessions during which comparative analyses will be conducted and joint recommendations developed. The meetings will form the foundation of an ongoing consultative network to be maintained through electronic communication. The project leverages the accounting reform activities of Sibley International (USAID contractor), which is co-funding the project.

## Strategic Objective 2.1

### Belarus and Moldova

#### Open-Door Grants

##### **Pro-BizNet Business Support Center \$21,664**

###### *Moldova*

To improve market reform education efforts at the secondary school level by introducing a course on positive aspects of market transformations into local curriculums. The project foresees the publication of course materials into the Romanian language, for use in trainings throughout some 40 schools in Moldova. Training will also be provided for course instructors. The project will improve the ability of both secondary school students and faculty to support market reform efforts in Moldova.

##### **Association for the Support of Economic Development \$5,700**

###### *Belarus*

To promote market institutions through Belarusian independent media. Project principals will publish a series of economics-related articles and analyses in independent newspapers with a total circulation exceeding 150,000 copies.

##### **Children and Youth Organization “Moshtenitorii”, Drochia filial \$6,220**

###### *Drochia, Moldova*

To decrease migration of village youth seeking employment in urban areas and abroad by improving local understanding of market economic principles and practice. Project principals will establish a Center for Economic Education, which will provide consultations to young entrepreneurs and business people, and conduct employment related training for unemployed youth. The project will include the launching and support of a business opportunity and development rubric in local print media.

##### **Veshtort, Valentina \$9,268**

###### *Smorhon, Belarus*

To promote market economy concepts and to increase the investment appeal of the Smorhon area through local business support institutions. The project principal will coordinate the entrepreneurship training courses and seminars, and will provide consultations to local businesspersons. A media campaign will promote project activities and goals.

##### **League for the Defence of Human Rights in Republic Moldova \$13,622**

###### *Moldova*

To bolster awareness among public officials, NGO leaders, journalists and lawyers of the economic and social rights of citizens as defined in the international conventions ratified by Moldova. The project includes a series of seminars and a national conference on economic and social rights issues. Within the framework of the project, the organization will also publish and distribute five issues of the journal “Know Your Rights” in Romanian, English and Russian.

**Law Center of the Moldovan Bar Association      \$21,560**

*Moldova*

To promote greater public awareness of the international legal treaties, norms and standards ratified by Moldova since independence. These documents will be compiled into topical volumes, published and distributed to judges, prosecutors, defense attorneys, libraries, legal professors, researchers and students.

**Viitorul Foundation      \$11,675**

*Chisinau, Moldova*

To increase transparency of central and local government and to implement mechanisms for public participation in the decision-making process by developing dialogue between NGOs and public administration bodies, and increasing public awareness of the policy-making process. Project principals will ensure regular exchange of information between the parliament, government, Chisinau mayorality and some 60 national and local NGOs; publish a civic news bulletin; issue a new edition of the “Citizen’s Guide” and ten information booklets about the Chisinau mayorality (in Romanian and Russian); and will conduct a series of regional seminars for NGO leaders and local government officials.

**Soligorsk Club of Voters    \$12,671**

*Soligorsk, Belarus*

To further citizen participation in resolving legal, social and economic issues of the day. The project includes the establishment of a public consultation center; a series of round table discussions for local NGOs on self-government, elections and human rights; and training of election observers together with the All-Belarusian Voters’ Club.

**Moldova Economic Academy    \$18,205**

*Moldova*

To improve the quality of reporting on economic issues by developing a special teaching program to train current and future journalists in economic issues. Ten economics and ten journalism students will receive intensive instruction in reporting on economics issues. The project implementors also plan to organize seminars for journalists entitled, “The Role of Mass Media in Information, Education and Consumer Protection” and “Economic Journalism and the Acceleration of Reform.”

**Belarusian Association of Journalists    \$33,600**

*Belarus*

To support the Belarusian Association’s efforts to protect journalists’ rights and develop an independent media in Belarus. Twelve issues of the Association’s bulletin will be published and distributed among Belarusian media, non-profits, international organizations and journalists’ unions. The bulletin provides current information on a broad range of media, NGO and related issues.

**Journal Observer Economic    \$33,410**

*Moldova*

To improve the quality of economic reporting and analysis in Moldova by supporting development of a flagship trade publication in this area. The project envisions comprehensive coverage of the

Moldovan economy, analysis of trends in the investment climate, and legal consultations for entrepreneurs. In addition to serving their readership, project principals will improve their advertising practices and work to increase revenues and circulation, with a view towards attaining sustainability by year's end.

**Zlotnikov, Leonid    \$18,582**

*Belarus*

In support of a public education campaign in market economics. Focusing on independent print media, the project includes the publication of a series of articles, commentaries and analyses in high-circulation newspapers and other periodicals.

**Independent Journalism Center \$15,000**

*Chisinau, Moldova*

To advance the economic reform process in Moldova by building a public and government consensus through increased and improved coverage of economic and business development issues in the mass media. The project allows journalists, editors, and TV and radio producers to attend seminars, workshops and conferences that will improve their abilities to cover economic and business development issues, thereby leading to a better-informed public.

**Independent Journalism Center \$8,017**

*Chisinau, Moldova*

To support the development of a strong independent media in Moldova through research, training and professional development activities for journalists. The project includes the publication of a quarterly media issues journal, which will be circulated to over 500 individuals and media outlets; an international conference on independent media; and a five-day training program for radio station managers covering newsroom management, ethics of journalism, international copyright issues, and advertising.

**Open Society Institute    \$50,000**

*Azerbaijan, Belarus, Kyrgyzstan, Moldova, Russia, Ukraine, and Uzbekistan*

For continued partial support of the Project Syndicate, which provides its member papers in the NIS with high quality syndicated articles on transition issues and access to various professional training programs. The program also facilitates communication and cooperation between the Syndicate's ten NIS members and fosters interaction between these papers and the Syndicate's members in Central and Eastern Europe, Western Europe, and Asia.

**World Free Press Institute    \$131,450**

*Belarus*

To improve the financial sustainability and journalistic quality of independent media outlets through a combination of training programs and on-site consultations. Training will be provided to journalists and sales personnel on issues including newsroom management, election coverage, interview techniques, environmental reporting, advertising sales, circulation growth, and legal defense issues. In addition, instructors from the Belarus Collegium will undergo training on journalism teaching methodologies. Finally, on-site consultations will be offered to twelve newspapers, and a "Best in Belarus" awards program will be organized.

## **Belarus Citizens' Rights Initiative**

*The Eurasia Foundation and the C. S. Mott Foundation launched a targeted initiative to empower Belarusian citizens to assert and defend their own rights as guaranteed by Belarusian law, as well as to encourage greater citizen activism. Grants were made to organizations working outside of Minsk in all oblasts to establish or continue the activities of advocacy centers that counsel individuals on civil rights and propagate basic civil rights information. The initiative will strengthen the capacity of local civic organizations to provide Belarusian citizens with current information and advice.*

### **Homel Branch of L.Sapieha Fund for Support of Democratic Reforms \$3,688**

*Homel, Belarus*

To promote better understanding and enforcement of citizens' rights by providing the youth of Homel and the Homel Oblast with cost-free legal information and advice. Project principals will conduct lessons on legal issues of particular concern to youth, as well as publish and distribute a bulletin throughout the oblast.

### **Barrier, Society for Consumers Rights Protection \$11,918**

*Borisov, Belarus*

To promote better understanding and enforcement of consumers' rights by providing quality and cost-free legal services to the residents of Borisov and surrounding areas. Project principals will give consultations, conduct seminars, produce and distribute information flash cards and contribute a consumers' rights columns to a local newspaper.

### **Mahileu Branch of L.Sapieha Fund for Support of Democratic Reforms \$3,241**

*Mahileu, Belarus*

To promote a better understanding and awareness of citizens' rights to Mahileu youth by providing quality, cost-free legal advice. Project principals will employ law students as volunteers in this information dissemination effort.

### **Hrodna Regional Public Association Ratusha \$7,379**

*Hrodna, Belarus*

To promote better understanding and enforcement of citizens' rights in Hrodna, Lida and Navahrudak and Astravets by providing quality, cost-free legal services to local residents. Project principals will manage legal clinics, publish a bulletin, and establish consumer rights information centers.

### **Smorhon and Smorhon Region Society for Consumers Protection \$10,140**

*Smorhon, Belarus*

To promote better awareness and enforcement of consumers' rights in village areas of Smorhon region by providing quality, cost-free legal services to residents. Project principals will create and train a network of legal volunteers briefed in consumers' rights issues. These volunteers will work directly with local residents in resolving consumer disputes.

**Brest Branch of L. Sapieha Fund for Support of Democratic Reforms \$5,562**

*Brest, Belarus*

To promote better understanding and enforcement of citizens' rights by providing quality, cost-free legal services. Project principals will establish a center for legal education, provide consultations, conduct televised legal roundtables and public activities.

**Belarusian Helsinki Committee \$4,763**

*Pinsk, Brest Oblast, Belarus*

To promote better awareness and enforcement of citizens' rights by providing quality, cost-free legal advice. Project principals will provide individual consultations, and hold seminars and roundtables for the public.

**Matskevich Siarhei \$16,120**

*Belarus*

To promote better understanding and enforcement of citizens rights throughout Belarus by providing technical and information support to Foundation grantees implementing the Belarus Citizens' Rights Initiative. Project principals will serve as technical coordinators for the program. In addition to broad, every-day support, they will conduct four comprehensive three-day seminars for initiative grantees.

**Voronezhtsev, Yuri \$11,064**

*Homel Oblast, Belarus*

To promote better understanding and enforcement of citizens' rights by providing youth with cost-free legal information and advice. Project principals will conduct lessons on legal issues of particular concern to youth, as well as publish and distribute a bulletin throughout the oblast.

**Shantsev Vladimir \$2,860**

*Mahileu, Belarus*

To promote a better understanding and awareness of citizens' rights by providing quality, cost-free legal advice. Project principals will employ law students as volunteers in this information dissemination effort.

**Cherenovich, Nina \$6,879**

*Brest Oblast, Belarus*

To promote better understanding and enforcement of citizens' rights by providing quality, cost-free legal services. Project principals will establish a center for legal education, provide consultations, conduct televised legal roundtables and public activities.

**Yarashuk, Victor \$5,143**

*Pinsk, Belarus*

To promote better awareness and enforcement of citizens' rights by providing quality, cost-free legal advice to residents. Project principals will provide individual consultations, and hold seminars and roundtables for the public.



## **Belarus-Ukraine Cooperation and Exchange Program**

*The Eurasia Foundation's West NIS Regional Office, together with the International Renaissance Foundation, is conducting an on going competition to promote and strengthen relationships between Belarusian and Ukrainian individuals and organizations that are working to promote democratic and economic reforms in their respective countries.*

### **Belarusian Euro-Atlantic Association \$5,983**

*Belarus, Ukraine*

To develop the professional skills of young economists in Belarus and Ukraine and to establish contacts between them through their joint participation in a week-long course on transition economics . This grant was awarded under the Belarusian-Ukrainian Cooperation and Exchange Program funded jointly by the Eurasia Foundation and the International Renaissance Foundation.

### **Legislative Initiative Foundation \$5,991**

*Belarus and Ukraine*

To improve legal education in Belarus and Ukraine through a series of lectures on citizens' rights to be conducted throughout Belarus, and a roundtable for Ukrainian and Belarusian NGOs involved in legal education efforts. This grant is seen as the first stage of a long-term Belarusian-Ukrainian cooperative effort to create 14 regional legal education centers in Belarus.

### **Mahileu City Association Kola Siabrov \$2,808**

*Belarus, Ukraine*

To promote sharing of best practices on intersectoral cooperation by Ukrainian and Belarusian NGOs. Project principals will conduct joint seminars and training on cooperation by the government, non-profit and business sectors, dispute resolution and public relations strategies for NGOs.

### **Homel Oblast Fund for Social and Psychological Support "Harmony" \$6,000**

*Belarus, Ukraine*

To raise youth awareness of their rights as citizens and promote legal education activities by conducting a number of seminars and providing consultation on citizens' rights issues to children, youths, parents and teachers. The project is being implemented in partnership with the Ukraine-based International League of Children's and Youth Rights.

### **International League of Children's and Youth Rights \$6,000**

*Belarus, Ukraine*

To raise youth awareness of their civic rights and to promote legal education activities by conducting a number of seminars and providing consultation on citizens' rights issues to children, youths, parents and teachers. The project is being implemented in partnership with the Homel Oblast Fund "Harmony" for Social and Psychological Support.

### **E. Polotskaya All-Belarusian Women's Fund \$5,990**

*Belarus, Ukraine*

To promote greater understanding of women's and civil rights by increasing the level of cooperation and information exchange between Belarusian and Ukrainian organizations working in this sphere.

Project principles will collect legal information, conduct research on society's level of legal knowledge, conduct six regional seminars on civil rights, and organize an international seminar on methodologies of legal education for partner organizations in Belarus, Ukraine, Moldova, Lithuania, Russia, and Poland.

**Belarusian Union of Social Pedagogues and Social Workers     \$6,000**

*Belarus, Ukraine*

To strengthen civil society in Belarus and Ukraine through the development of information resources and training for Belarusian and Ukrainian NGO resource centers. The grant, which will be implemented jointly with the Center for Philanthropy in Kyiv, will fund four issues of a joint newsletter, two seminars for Belarusian and Ukrainian NGO representatives, and a joint website for Ukrainian and Belarusian NGO resource centers.

**Center for Philanthropy     \$5,977**

*Ukraine, Belarus*

To promote the development of the non-profit sector by consolidating the efforts of and increasing cooperation between Belarusian and Ukrainian NGO resource centers. In order to increase understanding of NGO activities, philanthropy, local fundraising and social partnerships, project principles will publish a newsletter, conduct two training seminars, and create a web-page for NGO resource centers.

**Youth Education Center Post     \$5,939**

*Belarus, Ukraine*

To improve the quality of civic education in Belarus and Ukraine and promote cooperation between Belarusian and Ukrainian NGOs engaged in the strengthening of civil society in the two countries. Project principles will conduct a seven-day training seminar for Belarusian and Ukrainian NGO representatives and publish and distribute a bulletin on innovations in civic education methodologies.

**Civic Forum Youth Association     \$5,280**

*Belarus, Ukraine*

To further the development of civil society in Belarus and Ukraine through improved information resources about third sector activities. The project, developed in partnership with the Chernihiv Media Club, will establish and develop the "Belarus-Ukraine Free Information Corridor" Web server, which will provide detailed information about Belarusian CSOs and produce a weekly newsletter on CSO activity for the Belarusian media.

**Chernihiv Media Club     \$5,767**

*Belarus, Ukraine*

To increase the exchange of information between Belarus and Ukraine and the availability of objective information about Belarus through the creation of a web-page called "Free Information Corridor: Belarus-Ukraine-World". The web-site will contain information about social and political life in Belarus in Ukrainian, Belarusian, Russian and English.

**International Business Center \$5,905***Ukraine, Belarus*

To strengthen the enabling environment for private sector development in Belarus and Ukraine by promoting cross-border cooperation on taxpayer and property rights between Belarusian and Ukrainian NGOs. This grant will fund training, information dissemination, and other activities designed to increase familiarity among NGOs with these issues and to develop practical mechanisms for strengthening taxpayer and property rights in both countries.

**Kazlovsky, Siarhei \$2,809***Ukraine, Belarus*

To further the development of civil society in Belarus and Ukraine through improved exchange of and access to information about the two countries on a cooperative basis. The project, conceived and implemented in partnership with the Chernihiv Media Club, will establish and develop the “Belarus-Ukraine Free Information Corridor” Web server.

**Moldova Citizens’ Rights Initiative**

*The Eurasia Foundation’s West NIS Regional Office conducted a program to strengthen the rule of law in Moldova, with special focus on initiatives outside of Chisinau. The goal of the program is to empower citizens to assert and defend their rights as guaranteed by the Moldovan constitution and statute law. The program also seeks to raise the public’s awareness of international civil rights standards and the role of government in a developed democracy. Through grants, training and other forms of technical assistance to regional Moldovan NGOs, this program will support information dissemination to address the broadest possible audience, supporting organizations working in such areas as consumer, property, labor and voting rights.*

**League of Youth and Students of Comrat State University \$10,196***Moldova*

To empower citizens of Gagauz Eri (Autonomous District) by increasing access to legal information and assistance. Project principals will provide legal consultations, conduct seminars on citizens’ rights issues, distribute relevant informational materials, and organize a dialogue between local authorities and the public.

**Landowner Association \$8,082***Moldova, Straseni*

To develop a favorable environment for land ownership rights and improve landowners’ understanding of these rights through direct legal assistance to residents of rural areas. Project principals will provide individual consultations, organize seminars, as well as publish topical informational materials on land ownership for media and direct distribution.

**Alternativa Association \$10,090***Moldova*

To increase citizen participation in political and economic decision - making through dissemination of consumer rights information. Project principals will publish and distribute 500 copies of “Consumer Guide”, conduct 8 seminars and round tables and prepare two programs for broadcast on National Radio.

**Public Organization CEAL Glodeni \$10,157**

*Moldova*

To support private enterprise development in rural areas of Balti District by providing legal assistance to the farmers of 16 villages on issues pertaining to land ownership and creation of private farms and farmers' associations. The project will include free legal advice to farmers, dissemination of educational publications on legal issues, and regular media coverage of legal problems of land-use and farming.

**Public Organization Copiii Bugeacului \$4,168**

*Moldova*

To support legal education of teenagers in rural areas. Project principals will conduct a series of seminars on human and children's rights issues, as well as publish and distribute informational materials on project topics.

**Mostenitorii \$9,971**

*Balti, Soroca, Edinet, Moldova*

To increase public participation in economic and political decisionmaking through better understanding of their "quality of life" rights. Project principals will conduct a legal information media campaign, provide roving consultations in rural areas, organize seminars and training for local authorities, create a series of TV programs, and publish and distribute a handbook titled "Citizens' Rights: Questions and Answers." Project principals will also provide consultations and manage the legal library and database of a new regional center for the promotion of citizens' rights.

**21st Century Youth Foundation \$34,490**

*Moldova*

To improve awareness of and enforcement of citizens' rights by supporting NGOs engaged in legal education and assistance efforts. Representatives of legal advocacy NGOs will receive consulting, informational and technical support and will undergo training on practical issues of advocacy and NGO management.

**Moldova Economics and Business Reporting Program**

*To increase public and government support for economic reforms, the Eurasia Foundation's West NIS office is implementing a program to increase the quality and quantity of media coverage on business and economic development issues in Moldova. The program will begin with an introductory seminar, a week-long training course and internships at successful economic newspapers in Romania and Russia. Winners of a four-month competition for the best economic development coverage will then participate in a study abroad trip to a country with a more developed market economy where they will receive additional training and exposure to market economics. Finally, grants will be provided to the participants of the study abroad trip to allow them to continue their work covering economic development issues.*

**Codrianu, Svetlana \$610***Moldova*

To prepare approximately 20 feature stories on SME development, ecological aspects of business, taxation issues, etc. to be broadcast on national TV through the news program “Mesager” (“Messenger”). The author will travel throughout Moldova and conduct interviews with local entrepreneurs, local officials and foreign economic experts. The resulting material will be used for feature stories aimed at informing the public about such topics.

**Luchian, Nadin \$616***Moldova*

To prepare informational materials on macroeconomic issues, land privatization, and reforms in the agrarian sector of the economy. The author will travel throughout Moldova to interview local authorities, farmers, and economic experts, and collect information for analytical reports to be published by the news agency “BASA-Press.”

**Tudorianu, Gennadiy \$610***Moldova*

To highlight the course of economic reforms in Moldova by publishing 20 articles in the “New Times” and “Moldovan News” covering such issues as privatization, formation of local budgets, and regional economic development programs. The author will travel throughout Moldova to conduct interviews with local businessmen and local authorities.

**Kalak, Dmitriy \$619***Moldova*

To prepare approximately 20 articles on the investment climate in Moldova, activities of joint venture enterprises, and the legal framework of business development in the country. The grantee will travel throughout Moldova and interview local authorities, entrepreneurs and foreign investors. The materials will be published in the “Economic Review” weekly.

**Schendra, Alexandru \$610***Moldova*

To prepare information materials on economic reforms, budgetary issues, credit opportunities for small businesses and the shadow economy. The author will travel throughout Moldova to interview local authorities, entrepreneurs, and foreign experts. Analytical reports will be published in the weekly newspaper “Voice of the People” and disseminated through the news agency “BASA-Press.”

**Pasat, Anatoliy \$610***Moldova*

To prepare 10 information materials and three articles on regional economic issues, the energy crisis and ways to remedy the situation, and the restructuring of debts of bankrupt enterprises. The author will travel throughout Moldova to interview local authorities, entrepreneurs and politicians to collect information for analytical reports to be published in the monthly magazine “Profit” and disseminated through the “Infotag” information agency.

**Abildaev, Ernest     \$610**

*Moldova*

To create an “Economic Review” segment for the weekly TV program “Seven Days” and to prepare 20 feature stories on small business development, investment climate, joint ventures and free economic zones in Moldova. In order to collect information for the “Economic Review,” the author will travel throughout Moldova to meet with representatives of small businesses, economic experts, and local authorities overseeing free economic zones.

**Trifan, Maria \$610**

*Moldova*

To prepare weekly radio programs on Radio Moldova covering small business development in the country. The author will travel throughout Moldova, interviewing representatives of local authorities, entrepreneurs and economic experts on relevant issues.

**Urusciuk, Eugene     \$610**

*Moldova*

To prepare 10 analytical materials on the course of economic reforms and the investment climate in Moldova. The author will travel throughout Moldova to interview representatives of local authorities, entrepreneurs and economic experts to gather data for analytical reports to be published by DECA Press.

**Preasca, Ion \$610**

*Moldova*

To prepare no less than 10 articles on the implementation of a national land reform program, reforms in the agricultural sector, credit opportunities for farmers and success stories in Moldova’s agribusiness sector. The author will travel throughout Moldova to interview local authorities, entrepreneurs and economic experts to collect information for articles to be published in the weekly newspaper “Tsara” (“Country”).

**Ciobanu, Valerian     \$616**

*Moldova*

To prepare approximately 10 analytical materials on general economic development trends, emerging free economic zones and reforms in the agricultural sphere. The author will travel throughout Moldova, interviewing local authorities, entrepreneurs and economic experts to gather information for analytical reports to be published in the newspapers “Libertatea” (“Liberty”) and “Independent Moldova.”

**Sova, George         \$610**

*Moldova*

To prepare 10 articles on agricultural reforms and the legal framework of business development. The grantee will travel throughout Moldova, interviewing local authorities, entrepreneurs and economic experts. Articles will be published in the regional weekly newspaper “Duminica” (“Sunday”).

**Severin, Irina        \$610**

*Moldova*

To prepare 20 - 25 analytic materials on economic reforms, small business development, international trade issues and major technical assistance providers. The author will travel throughout Moldova to interview local authorities, entrepreneurs and leaders of entrepreneurs' associations to compile analytical reports to be used for radio programs on "Radio Moldova" and to be published by "Logos-Press."

**Zamura, Elena        \$610**

*Moldova*

To prepare 11 analytical materials on regional economic issues ranging from local budget formation and privatization to the center-regions relationship in implementing economic reforms. The author will travel throughout Moldova, interviewing local authorities, entrepreneurs and politicians. Reports will be published in the New Times and broadcast on Radio Nova.

## Strategic Objective 2.1

### Central Asia

#### Open-Door Grants

##### **Fund for the Development of Entrepreneurship in Turkmenistan** **\$26,082**

*Ashgabat, Turkmenistan*

To promote entrepreneurship in Turkmenistan by providing consultations to businesses, holding roundtables about business on TV and radio, and distributing weekly publications on business and law. In addition, a database will be developed on business legislation, customs, and tax policy in Turkmenistan, and on trade law of Russia and other Central Asian Republics. The content of the database will be provided to entrepreneurs on an ongoing basis and discussed at seminars and roundtables.

##### **Association of Lawyers of Kyrgyzstan** **\$24,615**

*Bishkek, Kyrgyzstan*

To increase understanding of economics and business law through the creation of a special business library within the Legal Information Center of the Public Library of Bishkek. The business library will provide entrepreneurs, businessmen, government officials and NGOs with access to up-to-date information and literature on economics and business law. The library will also offer courses on the use of the Internet and electronic databases to representatives of legal NGOs and seminars on economics and law to economists and business leaders.

##### **Central Asian Fund of System Research** **\$33,461**

*Kostanai Oblast, Kazakhstan*

To support the creation of an educational and consulting entity as part of the Arkalyk city administration in order to increase the level of information available to local entrepreneurs. The project's activities include educational courses for instructors, trainers and entrepreneurs, as well as the development, publication and dissemination of a "Guide on Development of Consulting and Educational Activity of Business Centers" among organizations committed to the development of small and medium-sized businesses in Kazakhstan. The project will also develop and introduce a new system of financial and technical support for small and medium-sized business throughout the country.

##### **Shershe-Ake Public Union** **\$9,221**

*Naryn Oblast, Kyrgyzstan*

To establish a management training program for farmers in a remote region of the country. Through a series of seminars and consultations, the project will seek to improve the financial management skills of 60 farmers. In addition to finance skills, trained consultants will work with the farmers to write business plans, enabling them to access donor-administered credit programs. The project will also establish a self-help center where farmers can obtain information and materials. Finally, the project will publish a series of informational articles on the region's agricultural sector.



**Eko Scientific Group of the Union of Economists of Turkmenistan      \$21,550**

*Turkmenistan*

To increase farmers' knowledge of economic, business and legal issues. The grant will cover the development, publishing and distribution of a series of brochures on business planning, economic analysis, agribusiness legislation, accounting, banking, and land management. In addition, seminars on these issues in five veloyats will be conducted for farmers.

**Institute for Advanced Studies under the Kyrgyz State National University      \$22,438**

*Bishkek, Karakol, and Osh, Kyrgyzstan*

To increase students' access to legal and economics information through the establishment of an Internet training program at the Institute in Bishkek and two affiliate institutions in Karakol and Osh. The program will provide Internet and e-mail connections to over 500 students at these educational institutions.

**Regional Association of Home Owners of Osh Oblast - Osh-Konush      \$10,572**

*Osh Oblast, Kyrgyzstan*

To promote housing reform by creating twenty economically sustainable and democratically managed condominium associations. The chairmen, accountants, board members, and supervisory commissioners will be trained on the legal registration and effective management of their associations. The project will help to stem a crisis in housing and municipal services brought on by the liquidation of the state monopoly.

**International Program Integration Institute of KyrSNU      \$19,934**

*Bishkek, Kyrgyzstan*

To increase access to business and legal information through the purchase of materials for the Institute's library. The library serves six departments at the Institute, comprising more than 5,000 students of law, economics and management. More than 1,800 books will be purchased for the library and an electronic catalogue will be established. In addition, the library will subscribe to a database service that provides users with the latest information on new legislation, regulations and policies enacted by the government.

**Public Union - City Center      \$28,252**

*Kazakhstan*

To create greater fundraising capacity within educational and non-commercial institutions. A center will be created in cooperation with the local administration which will host training sessions on financing innovative educational projects and on funding creative philanthropical efforts. A brochure highlighting this effort will also be published. The project aims to develop new and progressive models for creating locally-based and financed philanthropy.

**The Ecologic Public Fund - Tabiyat      \$17,124**

*South Kyrgyzstan*

To support broader access to information through the establishment of an Internet access and training center for the faculty and students of the law, journalism, business, and management departments of three universities. The center will also be available to local nongovernmental organizations.

**Scientific Library of Kazakh State University - Al-Farabi \$30,584**

*Almaty oblast, Kazakhstan*

To support improved access to information for economics and law students through the expansion of an Internet Center. As part of the project, a web page will be published where students and researchers can publish their research.

**Aktyubinsk Regional Scientific-Technical Library \$34,103**

*Aktyubinsk oblast, Kazakhstan*

To support improved access to information through the creation of an Internet Center for students of law, economics and business. Local business people and city officials will also be able to conduct research at the Center.

**Pushkin Regional Library \$25,848**

*East-Kazakhstan oblast, Kazakhstan*

To support the establishment of a network connecting universities, schools, and the city administration to the Internet. City officials, students and educators will be taught how to use the Internet to conduct economics and business development research.

**Kyzylorda State University - Korkyt Ata \$31,264**

*Kyzylorda, Kazakhstan*

To support improved access to information by creating the first Internet center at the University. The Center hopes to use the Internet for updating its economics curriculum. The project will also provide training and access to the student body, local faculty, representatives of two regional newspapers, officials from the Economics Ministry and the Department of Support for Small and Medium-Sized Businesses. The project plans to improve economics education in one of the most environmentally damaged areas of the country.

**East Kazakhstan Technical University - Serikbaev \$34,988**

*East-Kazakhstan oblast, Kazakhstan*

To support improved access to economic and policy information through the establishment of an Internet Center at the University. Internet training will be provided to students, regional faculty from five local universities, businessmen, and government officials. The project aims to improve educational resources and to enhance economic productivity and development in the region.

**Pamir Ecological Center \$19,736**

*Gorno-badakhshanskaya Oblast, Tajikistan*

To improve the effectiveness of the NGO sector by establishing an NGO Resource Center that will provide training and consultations to NGO leaders and rural citizens on management issues, fundraising, co-operation with government organizations and use of the mass media. The Center will also publish and distribute six issues of a newsletter in Tajik and Russian and will provide free access to its database, literature, and e-mail in Khorog, Rushanskye and Roshtkalinskye regions.

**Academy of Public Administration and Social Construction Under the \$27,424**

*Republic of Uzbekistan*

*Tashkent, Uzbekistan*

To support a free flow of information to the Academy through the creation of an automated library system with access to the Internet. The grant includes training on the system, as well as free access for teachers and students of the Academy and four universities in Tashkent.

**Samarkand Newspaper \$24,302**

*Samarkand Oblast, Uzbekistan*

To provide access for local journalists to current and factual information by establishment of a Press Center. The Center will gather information on various issues including economics, law, and democracy and disseminate this information via a series of training seminars, creation of a library, and provision of e-mail access.

**Commercial Information Agency of Kyrgyzstan, Ltd. \$2,110**

*Kyrgyzstan*

To identify appropriate strategies and goals to further support the development of independent media by conducting research on various media issues. Topics of research will include quantitative and qualitative analyses of electronic and print media, journalism departments of educational institutions, press agencies, and current newspapers and magazines. The results of the media survey will be published in the local magazine “AKI-Press” and will be distributed among international donors and investors.

**Turkmen State University \$25,462**

*Ashgabat, Turkmenistan and Samarkand, Uzbekistan*

To stimulate the development of more effective media through the improvement of university-level journalism programs. The project establishes a partnership between Turkmen State University and Samarkand State University and aims to strengthen the training capacity of these journalism departments and to improve students’ journalism skills and foster cross-cultural understanding through the design and publication of a joint student newspaper and the creation of a joint web-site.

**Physics Technical Institute of the Academy of Science \$31,007**

*Uzbekistan*

To support the establishment of a training center and open-access Internet site that will expand access to information for the faculty of economics-oriented educational institutions, economists, journalists and businessmen. The project will provide six training programs, including “Internet for Users,” “Navigation on the Internet for Economists and Businessmen,” “Creation of Electronic News Web-sites,” “Web-page Creation,” “System Administration” and “Web-site Administration.” All trainees will receive personal e-mail accounts.

**Samarkand State University      \$23,220**

*Uzbekistan, Turkmenistan*

To stimulate the development of more effective media through the improvement of university-level journalism programs. The project establishes a partnership between Turkmen State University and Samarkand State University and aims to strengthen the training capacity of these journalism departments and to improve students' journalism skills and foster cross-cultural understanding through the design and publication of a joint student newspaper and the creation of a joint web-site.

**International Retraining Center for Journalists      \$29,113**

*Uzbekistan*

To improve the awareness and knowledge of journalists throughout Uzbekistan of economic, legal and social reform issues; the role of NGOs and small businesses in a democratic, market economy; and the need for civic participation through the creation of the first public debate club in Uzbekistan. The grant will fund the formation of the first twelve discussions, where journalists from thirteen regions of the country will be exposed to differing views and have the opportunity to debate these issues with representatives of international organizations such as OSCE, UNDP, ABA and Counterpart Consortium, and with leading economists, lawyers, sociologists, NGO leaders and policy makers.

**Financial News Agency Ltd      \$34,862**

*Uzbekistan*

To support the development of a professional training program in media news management and the use of multimedia tools and informational materials for 80 journalists from 12 regions of Uzbekistan. The project aims to build training capacity for journalists and media professionals in modern professional standards of journalism and in the effective delivery of news to an audience. Under the grant, a virtual library will be established for journalists. Multimedia materials (CD, audio and video) containing current and factual information in Uzbek will be disseminated to journalists around the country on a monthly basis.

**Dilbarim      \$14,126**

*Tashkent Oblast, Uzbekistan*

To reduce obstacles to the development of civic organizations by encouraging a more favorable tax environment for businesses involved in philanthropic donations. The project aims to conduct and analyze economic and sociological research regarding the taxation and budgeting of businesses, which give charitably to non-profit organizations. Representatives of businesses, non-profit organizations and various government agencies will then discuss the results in a roundtable format. Their recommendations will be compiled into a report and submitted to the national representative body, the Oliy Majlis.

**Open Society Institute      \$50,000**

*Azerbaijan, Belarus, Kyrgyzstan, Moldova, Russia, Ukraine, and Uzbekistan*

For continued partial support of the Project Syndicate, which provides its member papers in the NIS with high quality syndicated articles on transition issues and access to various professional training programs. The program also facilitates communication and cooperation between the Syndicate's ten NIS members and fosters interaction between these papers and the Syndicate's members in Central and Eastern Europe, Western Europe, and Asia.

### **Cooperation and Exchange in Central Asia Competition**

*The Eurasia Foundation's offices in Central Asia conducted a competition to promote greater cooperation and coordination among civic organizations, scholars, and public leaders throughout Central Asia. The competition seeks to disseminate and replicate best practices in areas relevant to the Eurasia Foundation's mandate, and strengthen local programs by promoting cooperation with counterparts in other countries.*

### **InterBilim International Center \$10,517**

*Bishkek, Kyrgyzstan*

To promote the development of the non-profit sector by upgrading local capacity to deliver high quality training on topics of importance to local NGOs. Thirty trainers from 21 local NGOs will attend two four-day training seminars focused on new methods of delivering intensive seminars on management, marketing and fundraising to other NGOs. The seminars will be based on a methodology developed by Golubka, a Moscow-based organization. After completing the seminars, the participants will train rural NGOs and government organizations.

## **Strategic Objective 2.1**

### **Georgia**

#### **Open-Door Grants**

##### **Regional Association of NGO's Shida Kartli \$31,371**

###### *Georgia*

To provide cross-sectoral support for accelerated private enterprise in the Shida Kartli region by harnessing the activities and resources of professional associations and related NGOs. Participating organizations will (1) provide informational, technical, legal, research, and consultative assistance to local businesses, (2) lead instructional seminars in accounting, taxation, legal compliance and related topics for more than 50 of the region's private enterprises, (3) publish twelve issues of a magazine entitled 'The Khashuri Entrepreneur,' and (4) produce and broadcast 24 radio and television programs describing promising new business spheres and investment and credit possibilities.

##### **Club of Young Scientists \$33,089**

###### *Georgia*

To provide cross-sectoral support for accelerated private enterprise in the Guria region by harnessing the activities and resources of professional associations and related NGOs. Participating organizations will (1) provide informational, technical, legal, research, and consultative assistance to local businesses, (2) lead instructional seminars in accounting, taxation, legal compliance and related topics for more than 100 of the region's private enterprises, and (3) produce and freely distribute 22 informational bulletins and four brochures on the above topics, along with information on promising new business spheres, and investment and credit possibilities.

#### **Open-Door Grants**

##### **Association for Free Movement \$32,870**

###### *Georgia*

To reduce corruption and abuse of citizens' rights by traffic police and relevant state institutions through (1) increasing civic awareness of motorists' rights through a media campaign, (2) preventing further rights violations by developing mechanisms for productive interaction between citizens and traffic police, and (3) enabling citizen involvement in legislative reform. Ten seminars with citizen and government participation will be conducted, and 3,500 copies of a Motorists' Handbook will be published to inform the public of legal acts and procedures for filing complaints.

##### **Open Text Association \$22,510**

###### *Georgia*

In support of the creation of a Nexis-like computerized dial-up access service covering the Georgian print media. The service will include the texts of over 20 leading newspapers in their original languages, including Georgian, Russian, and English. This electronic newspaper library will be accessible free of charge via the Internet to users worldwide and, via in-country modem dial-up, to readers from Georgia's 10 largest cities.

**International Telecommunications and Information Center      \$19,274**

*Georgia*

In support of more effective and sustainable civic organizations through the development of a training course on website design for Georgian NGOs and the creation of an umbrella website to include NGO homepages in Georgian, English and Russian. Approximately 130 NGOs will receive training and design their own homepages. The enhanced Web resources will increase the NGOs' ability to fundraise and attract new members, as well as enhance networking internationally.

**Internews Georgia \$27,791**

*Georgia*

To promote the transparency of the 1999 parliamentary election in Georgia by (1) on-site training and seminars on electoral coverage for independent TV stations, (2) organizing five forums of parliamentary election candidates on 10 regional TV stations, and (3) producing documentary film and three video clips aimed at voter education to be broadly throughout the country.

**Center of Business Law of Georgia      \$24,549**

*Georgia*

In support of civic society development through more comprehensive and accessible information regarding NGOs in Georgia. The project calls for the update of a previously developed NGO manual to be published in Georgian, Russian and partially in English. The manual will outline important issues for Georgian NGOs, relating to legislation, taxation, labor relations, office work, and book-keeping. The printed version of the manual will be sold and distributed free of charge in Tbilisi, as well as throughout Georgia's regions. An electronic version will be available on the Internet in Russian, Georgian, and English.

**Caucasus Synergy Contact Grant Competition**

*In an effort to foster cooperation among grantees in the South Caucasus and to encourage regional solutions to problems, the Eurasia Foundation's Caucasus Regional Office conducted a competition to encourage the development and implementation of collaborative projects, each involving organizations from at least two of the three South Caucasus countries. A total of 27 contact grants were awarded, thereby giving partners the opportunity to meet and develop joint proposals. Linkage grants will be awarded to the best joint proposals developed under the Contact Grant Competition.*

**Society for Urban Development of Georgia      \$848**

*Caucasus region*

In support of preliminary activities to establish the legal, institutional, and informational basis for the creation of a regional housing market in the South Caucasus. Future project activities would include analysis of existing laws and conditions, the creation of a database of region-wide real estate information, and development of recommendations to promote the development of the market.

**Sergo Papa Union \$453***Caucasus region*

In support of preliminary activities aimed at developing the South Caucasus film industry by conducting regional market research on film and video markets, presenting recommendations to independent film studios and film producers, and creating a regional informational center able to implement research recommendations.

**Conjuncture Research Center \$713***Caucasus region*

In support of preliminary activities aimed at the development of the tea and spice industry in the South Caucasus, including market research on the production and export potential of teas, spices, and alternative agricultural crops, and the creation of a regional business association.

**Black Sea Press News Agency \$1,107***Caucasus region*

In support of preliminary activities to promote region-wide information exchange through the creation of a regional electronic database and other information resources related to local and national elections in the South Caucasus.

**MW Commercial TV \$694***Caucasus region*

In support of preliminary activities to encourage the development of regional broadcast media through the creation of training courses and materials for Georgian and Armenian TV company employees and the establishment of a Caucasus Training Center for TV specialists.

**Association of Actuaries and Financial Analysts \$960***Caucasus region*

In support of preliminary activities to promote the development of capital markets in the South Caucasus by publishing a regional analytical journal - Caucasian Capital Markets - and preparing an instructional course for capital markets professionals.

**Georgian Federation of Professional Accountants and Auditors \$715***Caucasus region*

In support of preparatory activities to accelerate the reform of the accounting system by harmonizing financial bookkeeping techniques in the South Caucasus based on International Accounting Standards (IAS).

**Sustainable Tourism Center \$861***Caucasus region*

In support of preliminary activities to develop the tourism industry throughout the South Caucasus by developing a marketing strategy, conducting training for tourism professionals, and establishing a coordinating informational association.



**Georgian Brokers Guild \$392***Caucasus region*

In support of preliminary activities aimed at the establishment of a regional securities market in the South Caucasus through the creation of a securities market database and a regional system of information exchange, as well as the publication of information related to the development of securities markets in the region.

**Georgian Association of Innovative Technologies \$576***Caucasus region*

In support of preliminary activities to promote effective development of a region-wide economic and transport system through a systematic analysis of the socioeconomic and territorial effects of the TRASECA project in the South Caucasus.

**Association for the Protection of Landowner Rights \$817***Caucasus region*

In support of preliminary activities aimed at encouraging civic participation in land reform by identifying opportunities for participation with the local administration, developing related legislation, planning a public education program on the legislative reforms, and providing legal consultations on private ownership rights.

**Open Text Association \$939***Caucasus region*

In support of preliminary activities to expand access to electronic communications technology through the establishment of an Association of Computer Networks in the South Caucasus and the creation of a tripartite, mirror web server serving the entire region.

**Former Political Prisoners for Human Rights \$972***Caucasus region*

In support of preliminary activities aimed at the development of region-wide standards for human rights legislation and the publication of a brochure presenting a comparative analysis of civil and political rights in the countries of the South Caucasus.

**Curatio International Foundation \$349***Caucasus region*

To develop a project aimed at establishing free on-line access to electronic databases on legal regulations concerning civil rights and entrepreneurial activities in the South Caucasus.

**International Civic Development Center \$1,000***Caucasus region*

In support of preliminary activities to promote the rule of law in the Caucasus through the development of the legal profession and the establishment of cooperative relations between attorneys and media entities.

**Women for Democracy    \$306***Caucasus region*

In support of preliminary activities to promote more active involvement of South Caucasian women in business. The project would include the establishment of a business counseling center, creation of a business training program, and publication of a bulletin for women entrepreneurs in the region.

**Manana NGO        \$478***Caucasus region*

To develop a project aimed at the harmonization of agrarian sector regulations among the South Caucasian republics and dissemination of marketing information on agricultural products in the region.

**Georgian Geothermal Association        \$828***Caucasus region*

To develop a project aimed at increasing the utilization of renewable energy resources in the South Caucasian republics through the consolidation of information on regional renewable energy sources, the establishment of a South Caucasus Association of Renewable Energy, and the promotion of investment in such resources.

**International Center for Civic Culture    \$1,057***Caucasus region*

To develop a project aimed at increasing the participation of women in politics and decision-making in the South Caucasus. The project envisions creating a database concerning women's involvement in political processes, publishing a weekly bulletin, producing radio programs and a documentary film for TV, and conducting seminars and training for female politicians.

**Association of Information Specialists \$920***Caucasus region*

To develop a project aimed at promoting the professional growth of librarians and other information specialists and expanding computerization of library resources in the South Caucasus.

**NGO Alternativa    \$481***Caucasus region*

In support of preliminary activities to build relationships among NGOs and the media in Armenia, Azerbaijan and Georgia, thereby allowing them to develop coordinated strategies to prevent and solve ethnic conflicts in the region.

**Newspaper Shvidi Dge    \$770***Caucasus region*

To develop a project aimed at creating a regional business newspaper by deepening cooperation among newspapers in Georgia, Armenia and Azerbaijan.

**Green Wave Association \$1,017***Caucasus region*

In support of preliminary activities to increase the exchange of information between Georgia and Armenia by creating a series of radio links.

**NGO Georgia Profile \$916***Caucasus region*

To develop a project aimed at promoting cooperation among NGOs in the South Caucasus through the creation of a regional electronic bulletin. The bulletin would include information on activities and initiatives of the third sector in the region.

**News Agency Prime News \$682***Caucasus region*

In support of preliminary activities to develop a region-wide informational guide, including information on media entities, financial entities, political parties, NGOs, international organizations, and the legal systems in the South Caucasian republics. The information would be distributed as a book, a CD and on a web-site.

**Georgian Center for Economic Transition and Sustainable Development \$354***Caucasus region*

To develop a project that would identify problems hampering the development of small and medium businesses in the South Caucasus and create a region-wide database on small and medium enterprises in the region. Recommendations to improve the regional business environment would also be presented to the appropriate governmental structures.

**Caucasus Synergy Linkage Grant Competition****Curatio International Foundation \$13,219***Caucasus*

In support of an Internet-accessible database on civic rights and entrepreneurial legislation in the South Caucasus. Parallel computer centers in Baku, Tbilisi, and Yerevan will be established to house and maintain the databases, which will be available in the Armenian, Azeri, Georgian, Russian, and English languages. The respective web sites will be connected via hyperlinks.

**Association of Information Specialists \$24,474***Caucasus*

To promote cooperative development of libraries and information centers throughout the South Caucasus by establishing a three-country network for librarians and information specialists that will facilitate region-wide sharing of information and leveraging of specialists' knowledge. Experts from Armenia, Azerbaijan, and Georgia will conduct a course in Tbilisi for 21 librarian trainers. Newly certified trainers will return to their communities to conduct regular training courses for other librarians through distance learning courses via an Internet web site. Specialists from the Mortenson Center

for International Library Programs (USA) will assist with the development of course materials and the training curriculum and will conduct an evaluation of the project. Through on-going training courses and a newsgroup, professionals will develop a functional network for further standardization and modernization of information exchange systems in the region.

**Society for Urban Development of Georgia \$20,668**

*Caucasus*

In support of the region wide development of the real estate sector through the creation of a collaborative three-country legislative database offering comparative analyses. The project will also create a web page on legal issues, and develop suggestions for improvement and harmonization of national real estate policies.

**News Agency Prime News \$21,060**

*Caucasus*

In support of filling the regional information vacuum through an integrated multi-sector directory. This new multi-language resource will feature contact information and descriptions of non-governmental organizations, media entities, private enterprises, government agencies, and legal systems in the three countries. The directory will be available in hard-copy, updateable binders or via the web.

**Tbilisi Press Club \$17,515**

*Caucasus*

To promote integrated region-wide civic society development through a program of enhanced cooperation among the media and NGOs in the South Caucasus. Working groups of journalists and NGO representatives will form consultative teams on critical regional topics in economic cooperation, environmental reform and civic rights protection. The teams will in turn link with broader groups of NGOs to generate news for the program's web page, electronic bulletin, and press conferences and roundtables.

**Green Wave Association \$30,139**

*Caucasus*

In support of increased dialogue on issues of region-wide importance for South Caucasus citizens, through live radio forums broadcast simultaneously in Armenia, Azerbaijan and Georgia. The project will produce 27 weekly radio programs with experts from all three countries and a prerecorded call-in component for listener questions. In cooperation with Internews, the project will organize three training programs for participating journalists and technical staff, as well as one joint seminar in Tbilisi to develop the program's ethical and professional policy. In its third month, the project will cooperate with other radio stations in the three countries to prepare a radio-bridge. This bridge will serve as a radio forum through which stations throughout the South Caucasus can broadcast cooperatively.

**Former Political Prisoners for Human Rights \$23,531**

*Caucasus*

In support of increased cooperation among civic rights advocacy groups in the South Caucasus. The project intends to enhance cooperation and information exchange among civic rights advocacy groups

and to establish regionally accepted standards for identifying and addressing civic rights violations. The project will involve joint training courses for representatives of advocacy organizations and media entities, creation of a database and web site on civic rights issues, publication of informational materials, and media monitoring.

### **Georgian Federation of Professional Accountants and Auditors \$18,694**

#### *Caucasus*

In support of the harmonization of accounting systems and financial reporting standards in the South Caucasus. The project will feature a series of three-party consultative sessions during which comparative analyses will be conducted and joint recommendations developed. The meetings will form the foundation of an ongoing consultative network to be maintained through electronic communication. The project leverages the accounting reform activities of Sibley International (USAID contractor), which is co-funding the project.

### **Independent Television Competition in Georgia**

*In an effort to strengthen independent media, the Eurasia Foundation's Caucasus Regional Office, in cooperation with Internews Caucasus, conducted a grant competition open to all independent television stations in Georgia. Successful applicants received a broadcast and communications equipment package to increase the capacity of their stations to broadcast high-quality, competitive alternatives to government-controlled sources of television news and information.*

### **TV Radio Company Rioni \$10,000**

#### *Georgia*

To support the station's enhanced technical capacity in order to provide more comprehensive and objective information to the citizens of Kutaisi and inhabitants of the Imereti region. Video and mixing equipment, along with stage furniture for roundtables, will be provided to facilitate live public television forums, including candidate debates and open roundtable discussions on issues of community importance.

### **TV Company Edelweis \$10,000**

#### *Georgia*

To support the station's enhanced technical capacity in order to provide more comprehensive and objective information to the citizens of Tskaltubo. Video and mixing equipment, along with stage furniture for roundtables, will be provided to facilitate live public television forums, including candidate debates and open roundtable discussions on issues of community importance.

### **TV Company Guria \$10,000**

#### *Georgia*

To support the station's enhanced technical capacity in order to provide more comprehensive and objective information to the citizens of Ozurgeti. Video and mixing equipment, along with stage furniture for roundtables, will be provided to facilitate live public television forums, including candidate debates and open roundtable discussions on issues of community importance.

**TV Company Odishi      \$10,000***Georgia*

To support the station's enhanced technical capacity in order to provide more comprehensive and objective information to the citizens of Zugdidi . Video and mixing equipment, along with stage furniture for roundtables, will be provided to facilitate live public television forums, including candidate debates and open roundtable discussions on issues of community importance.

**TV Company VIII Channel \$10,000***Georgia*

To support the station's enhanced technical capacity in order to provide more comprehensive and objective information to the citizens of Rustavi . Video and mixing equipment, along with stage furniture for roundtables, will be provided to facilitate live public television forums, including candidate debates and open roundtable discussions on issues of community importance.

**TV Radio Company Borjomi      \$10,000***Georgia*

To support the station's enhanced technical capacity in order to provide more comprehensive and objective information to the citizens of Borjomi. Video and mixing equipment, along with stage furniture for roundtables, will be provided to facilitate live public television forums, including candidate debates and open roundtable discussions on issues of community importance.

**TV Radio Company Tanamgzavri      \$10,000***Georgia*

To support the station's enhanced technical capacity in order to provide more comprehensive and objective information to the citizens of Telavi the Kakheti region. Video and mixing equipment, along with stage furniture for roundtables, will be provided to facilitate live public television forums, including candidate debates and open roundtable discussions on issues of community importance.

**TV Radio Company Trialeti      \$10,000***Georgia*

To support the station's enhanced technical capacity in order to provide more comprehensive and objective information to the citizens of Kareli and the Shida Kartli region. Video and mixing equipment, along with stage furniture for roundtables, will be provided to facilitate live public television forums, including candidate debates and open roundtable discussions on issues of community importance.

**TV Radio Union Informkavshiri, TV Argo      \$10,000***Georgia*

To support the station's enhanced technical capacity in order to provide more comprehensive and objective information to the citizens of Zestafoni. Video and mixing equipment, along with stage furniture for roundtables, will be provided to facilitate live public television forums, including candidate debates and open roundtable discussions on issues of community importance.

**TV Company Telechannel 25     \$10,000**

*Georgia*

To support the station's enhanced technical capacity in order to provide more comprehensive and objective information to the citizens of Batumi. Video and mixing equipment, along with stage furniture for roundtables, will be provided to facilitate live public television forums, including candidate debates and open roundtable discussions on issues of community importance.

**TV Radio Company Lomsia     \$10,000**

*Georgia*

To support the station's enhanced technical capacity in order to provide more comprehensive and objective information to the citizens of Akhaltsikhe. Video and mixing equipment, along with stage furniture for roundtables, will be provided to facilitate live public television forums, including candidate debates and open roundtable discussions on issues of community importance.

## Strategic Objective 2.1

### Russia

#### Open-Door Grants

##### **Podolsky, Andrei    \$9,780**

###### *Russia*

For a cluster evaluation of resource centers for farmers in the Pskov, Moscow, Yaroslavl, Orel, and Kaluga Oblasts. These centers were funded under a 1997 Eurasia Foundation competition.

##### **Shag Society, Ltd. \$33,361**

###### *Russia*

To distribute a ten-part video series on basic principles of entrepreneurship.

##### **Center of Stock Market Technologies \$34,418**

###### *Russia*

To stimulate more effective public participation in Russian financial markets by increasing the capacity of universities to teach students how stock and investment markets function. 120 professors of economics from universities across Russia will undergo intensive training during which newly developed textbooks will be tested and refined on the basis of participant output. Final versions of the textbooks will be distributed to universities and other targeted repositories.

##### **Media - Support for Domestic Producers    \$34,245**

###### *Russian Federation*

To increase market demand for Russian-made goods through specialized training in public relations, marketing, and advertizing for journalists and domestic producers. Round tables will bring together relevant policy makers, media specialists and business representatives to discuss methods for improving the public image of domestically produced goods. Ties developed between local media and local producers will both bring new advertising revenue to media outlets and broaden the advertising research of domestic producers.

##### **Institute of Entrepreneurship and Investments    \$34,990**

###### *Central Russia*

To promote the institutional development of business associations by collecting, organizing, publishing, and distributing information about existing business associations, their activities and best practices. The resulting database and related commentary will be published and regularly updated on the Internet. Research results will be presented and discussed at the second All-Russian Congress of Entrepreneurs, and 2000 copies will be distributed to support centers across Russia. The study will also be used to help the Eurasia Foundation design a program to increase the effectiveness of Russian business associations currently registered.



**VPROK Private Limited Company      \$34,975**

*Russia*

To increase truth in advertising through strengthening the self-regulation of advertisers. A certificate of quality in advertising connoting compliance with Russian law on advertising and with standards adopted by the Russian Association of Advertising Agencies will be developed, registered, and used in evaluating 1,000 advertisements. Specialized training on the standards and their application will be offered to advertisers. Information on the initiative will be published in the media and on the Internet.

**Non-Commercial Partnership April-98      \$20,221**

*Kirov Oblast, Russia*

To strengthen financial sustainability of regional newspapers through improved management and broadened readership. A series of seminars on management, marketing, and advertising will be held for chief editors and financial directors of twenty regional newspapers. Reporters will be trained in collecting, analyzing, and presenting economic information. Best practices in economic journalism will be shared through the publication and distribution to 200 regional editors of six editions of the bulletin "Economic Review," containing reports prepared by journalists as a result of their training.

**Association of Regional Small Business Support Agencies      \$32,006**

*Russia*

To stimulate informed public policy debate on small business development through collection, analysis, and broad distribution of information on the status, problems, and perspectives of private enterprises in Russia. Materials produced will be used at the Second All-Russian Congress of Entrepreneurs as a basis for developing recommendations on the government's draft program in support of small and medium business. The analysis and policy recommendations will be widely distributed among policy makers and regional business support structures, and published on the Internet.

**Volga Business Information and Commerical Agency      \$34,920**

*Samara Oblast, Russia*

To improve public awareness about market reforms and access to investment information among the companies and the general population in the Samara region by increasing business-related coverage in the magazine "Volga-Business." The magazine will publish eleven issues for distribution to Russian and foreign companies and develop an electronic version for the Internet.

**Saratov State University Regional Scientific Library      \$1,966**

*Saratov Oblast, Russia*

To improve business information support networks in rural cities through a training seminar for librarians and computer specialists from central oblast and regional libraries. The result will be a strategic plan to be used by the Eurasia Foundation's Southern Russia Regional Office for a program integrating the library system into an effective business information network.

**Union of Producers and Entrepreneurs Severo-Vostok      \$21,926**

*Magadanskaya Oblast, Russia*

To support extended coverage of new trends in business and economic development through the

publication of an informational bulletin for small businessmen and entrepreneurs. The bulletin will also focus on the licensing regulations involved with small business registration, as well as innovative technologies and projects for small businesses. Five hundred copies of the bulletin will be circulated every month for one year.

**Investments Development Center, Ltd.        \$20,348**

*Primorsky Krai and Khabarovsk Krai, Russia*

To improve the local economic climate by creating an informational center that will offer seminars and round table discussions on bankruptcy and other anti-crisis procedures to local entrepreneurs, small business owners, and municipal government employees. Two instructional manuals on bankruptcy procedures will be published and disseminated through the center.

**Association of High Technology Small Enterprises \$34,309**

*Russian Far East*

To support the development of small businesses that are active in the area of technological innovation throughout the Russian Far East. An informational center will provide consulting and educational services for scientists and technicians in Primorsky and Khabarovsk Krai, Jewish Autonomous Oblast, Sakhalin Oblast, and Amur Oblast. The center will also offer seminars on business development and will assist in the process of patent development, registration, and marketing.

**Sakhalin-Kurily Tourism Information Agency \$17,236**

*Sakhalin Oblast, Russia*

To support growth of tourism-related businesses by increasing access to necessary business information. A resource center will be created to provide information and consultations to local tourism-related businesses and to coordinate the tourism development programs of local governments and non-governmental agencies. The project administrators will also develop and distribute recommendations on the use of tourism resources in the region and will conduct two round table discussions designed to bring together members of the tourism industry with representatives of local administrations to discuss issues important to their further cooperation. In addition, four informational bulletins will be published to elaborate on the issues discussed and the information will be compiled on a website for general access.

**St. Petersburg Humanitarian University, Far East Branch \$20,311**

*Primorsky Krai, Russia*

To create a more favorable climate for the development of domestic tourism by fostering inter-sectoral cooperation among tourism-related organizations. 150 representatives of local government, tourism agencies, trade unions, and educational establishments will attend six seminars in three major cities of the region. In addition, six round table discussions will be held and an internal tourism guide will be published. Following the seminars and discussions, the project specialists will develop and present recommendations for internal tourism development to the Primorsky Krai Duma.

**Korsakovskaya Small Business Entrepreneurs Association      \$24,000**

*Korsakovsky District, Sakhalin Oblast, Russia*

To improve the local business climate by establishing a consulting center that will develop and publicize “road map” brochures on registration, licensing and tax procedures, business planning and bulletins on the activities of local and foreign business support organizations. Experts will also provide a series of training seminars with follow up consultations on a wide range of small business development issues for at least 100 entrepreneurs.

**Municipal Enterprise Youth Center Leader      \$18,259**

*Aniva, Sakhalinskaya Oblast, Russia*

To improve entrepreneurs’ access to legal and tax information via a series of round table discussions and training seminars, as well as via publications in the local press and via cooperation with colleagues from other districts. It is expected that the project will also encourage local businessmen to become more involved in developing recommendations to be included into the Aniva district’s program supporting small and medium business development.

**Imperial Management Service Ltd      \$27,305**

*Petrozavodsk, Karelia, Russia*

To increase citizen participation in economic and political decision making through creation of mechanisms to ensure citizen input into the development of a five-year strategic plan for the city. Community activists will participate along with municipal employees in working groups charged with developing social, political, economic, and environmental aspects of the city plan. A public information campaign ensures the broadest possible public input into the process. Based on lessons learned, a methodological handbook on promoting citizen involvement in city planning will be published and distributed at local and federal levels. Comprehensive information on the project will be published on the republic’s web-site.

**City Administration of Izhevsk      \$6,184**

*Izhevsk, Udmurtiya, Russia*

To support the elaboration and practical implementation of mechanisms for involving city residents in developing a strategic plan for the city. Public opinion surveys, town meetings, and the creation of working groups with broad citizen participation will be accompanied by a public information campaign on the city’s strategic planning process and publication of related information on the Internet. The draft plan presented to the city дума for adoption will be developed on the basis of citizen input received through this process.

**Community Partnership      \$15,122**

*Obninsk, Kaluga Oblast, Russia*

To increase citizen participation in political and economic decision-making at the municipal level by training local community leaders in areas of municipal administration such as budgeting, public property management, and community development foundations. Participants will develop action plans for their organization’s involvement in local self-government initiatives and present their plans to local дума and administration officials. Training materials and recommendations will be distributed to associations of municipal administrations and will also be available on the Internet.

### **Obninsk City Fund for Scientific, Technical, Innovative and Creative Activity \$31,095 of Youth**

*Obninsk, Kaluga Oblast, Russia*

To promote more effective, responsive, and accountable local government by involving citizens in the development of a strategic plan for the city. Through a broad-based public information campaign, seminars for focus groups, collaborative working groups, and town meetings, community members will contribute to the plan's development for presentation to the city council. Information on the initiative and opportunities for public input will be published on the Internet and distributed through associations of municipal governments.

### **Center for Legal Informatization of Buryatia \$29,644**

*Buryat Republic, Russia*

To increase public participation in regional legal initiatives. Specialists from a legal-information center will organize round-table discussions for deputies, working groups and public experts, compile a database of current regional legislation and draft laws, and place it on a web page for further discussion.

### **Mitacom, Inc. \$35,000**

*Moscow, Russia*

To support a new television series called the "Russian Roller Coaster" which will examine key economic, social, and political issues facing Russia during this time of economic crisis. Local interviews and reports from Russian regions will be contrasted with archival footage that illustrates how economic and democratic institutions function in the US. The purpose of the program is to give citizens a better understanding of current events so they can play a more active role in economic and political decisionmaking. Thirteen programs will be shown on national television. The project is co-funded by the MacArthur and Mott Foundations, as well as by the Russian Foundation for Legal Reform.

### **Institute for Commercial Engineering \$25,398**

*Russia*

To develop the Moscow Libertarian, the largest Internet collection of Russian-language books and articles focused on the market economy and law. The grant will be used to improve the searching and navigation of the site, add more than 20 books and 100 articles, and create new interactive services (questionnaires, forums, mailing lists). The Libertarian is a resource for experts and practitioners throughout the country.

### **Institute of Modern Economics \$33,764**

*Russia*

To support increased public understanding of economic issues related to Russia's transition to market relations by increasing the quality and quantity of economic reporting in the regional press. Journalists from 20 regions will undergo intensive training in the fundamentals of theoretical and applied economics at one of Russia's leading research institutes. Training materials will be published on the Internet and distributed to 120 regional press outlets.

**National Foundation for Elimination of Communal Apartments   \$27,997**

*Pskov, Voronezh, and Moscow Oblasts, Russia*

To increase citizen involvement in community development processes by implementing a new training course designed to improve the effectiveness of residential self-governing organizations. Up to 120 community activists from three regions will receive specialized training in organizational development, housing reform, and promoting citizen involvement in residential initiatives. Training courses will be accompanied by consultations, informational and technical support for established residential self-governing organizations, and up to six new residential organizations will be created.

**Marshak Fund           \$21,346**

*Central Russia*

To increase citizen participation in political and economic decision-making through a series of specialized training programs to promote civic leadership, volunteerism and social partnership between local governments and community organizations. Local officials will participate with NGO leaders in public forums to discuss community problems and the public's role in their solution. Training will include special emphasis on achieving financial sustainability for community organizations.

**Barnaul Society of Consumers   \$8,968**

*Altai Krai, Russia*

To increase citizen involvement in local community affairs by improving the effectiveness of residential self-governing organizations. Leaders and activists from residential self-governing organizations will participate in a newly developed course on organizational development, fundraising, and promotion of citizen involvement in local initiatives, and will benefit from individualized consultations. A minimum of two new residential organizations will be created.

**Spros Information and Publishing Fund           \$34,912**

*Russia*

To improve the quality, quantity, and timeliness of consumer-related news available to the public through the creation of a consumer reports-style news bulletin service for media. Consumer surveys, analytical articles, and related news - including on financial markets, pension funds, and Russia's commercial banking sector — will be published on the Internet and distributed electronically on a bi-weekly basis to 1000 mass media outlets for use in preparing articles and news report.

**National Council of Youth and Children Associations of Russia   \$23,348**

*Kirov and Orel Oblasts, Russia*

To improve the effectiveness of community-based civic organizations through a series of demand-driven training workshops on financial management and institutional development, and through stimulating leadership ability. As part of the training, participants will elaborate concrete projects for working in collaboratively with local government to address community needs.

**Alica TV Studio Ltd           \$34,208**

*Tomsk Oblast, Russia*

To improve the quality of reporting on economic issues facing local business and on the city

administration's economic policies and programs through specialized training for journalists and journalism instructors from local institutions of higher learning in the fundamentals of economics and municipal finance. A video course and training manual will be created and distributed to the Tomsk University's Department of Journalism and to regional newspapers.

**Moscow Helsinki Group \$24,563**

*Russia*

To increase citizen involvement in the December 1999 State Duma elections through specialized training to local civic organizations from 70 regions in voter education, election law, and get-out-the-vote techniques. The training will be augmented by ongoing consultations and informational support. Information on election-watch and voter education techniques developed locally will be shared throughout the training network.

**Kola Association of Women Lawyers \$10,333**

*Murmansk Oblast, Russia*

To increase citizen participation in political and economic decision-making at the local level by strengthening the institutional capacity of residential self-governing organizations. A resource center for residential self-governing organizations will be created to provide organizational support and training for initiative groups. During the project period at least three new residential self-governing organizations will be incorporated.

**Tver Training and Business Center of the Morozov Project \$33,948**

*Tver Oblast, Russia*

To strengthen the financial stability of print media through establishment of a Center for Print Media Support. Journalists and editors from 60 regional newspapers will participate in specialized training on business, management, and legal topics. Center staff will provide ongoing consultations to local journalists and editors.

**DO- INFO Information Agency \$27,384**

*Omsk Oblast, Russia*

To increase the financial independence of media outlets by educating managers in attracting advertisements from local firms. Marketing strategies will be developed for five periodicals, resulting in increased advertising revenues.

**ARCON TML Ltd \$34,852**

*Russia*

To increase the financial sustainability of regional media by decreasing the cost of obtaining quality photographic content. A web site archive and search engine of over 30,000 photos and textual descriptions will offer Russia's first pay-per-item source of photo content, as an alternative to more expensive subscription-based services. Media outlets will be able to order materials and make payments directly through the web site.

**National Institute of Social and Psychological Research   \$34,290**

*Central Russia*

To increase the financial sustainability of regional press by introducing methods for increasing circulation. Over 1,000 regional newspapers will receive recommendations and consultations on conducting readership surveys and improving newspaper content and design based on survey results.

**U.H.P.H. Joint Stock Company   \$28,732**

*Russia*

To increase the financial sustainability of regional media by decreasing the cost of access to material generated by the “Prime-TASS” news service. Specialized computer software will be developed to create a searchable catalogue of story headlines and published on the Internet. The headline digest and up to 30% of the news bulletin content will be available free to media outlets. The remaining 70% of the digest will be available on a pay-per-item basis, as an alternative to more expensive subscription-based services. Media outlets will be able to order materials and make payments directly through the web site. A broad-based advertising campaign to promote the new service among regionally-based media will accompany the site’s launch.

**Our Children Non-Profit Fund   \$28,648**

*Obninsk, Kaluga Oblast, Russia*

To foster mechanisms that mobilize local human and financial resources in addressing community development issues. The Obninsk community foundation will be formally registered, develop a grant making and grant management policy, recruit local sponsors, train staff in various aspects of community foundation operations, and conduct a public campaign to involve the local community in setting priorities for community development projects. The foundation expects to begin making grants in the year 2000.

**Community Foundation Tyumen           \$14,635**

*Tyumen, Russia*

To foster mechanisms that mobilize local human and financial resources in addressing community development issues. The recently established Tyumen community foundation will develop a grant making and grant management policy, train staff in various aspects of community foundation operations, and conduct a public campaign to involve the local community in setting priorities for community development projects.

**Rassvet Village Council, Kamyshlovsky District, Sverdlovsk Oblast   \$3,150**

*Kamyshlovski District, Sverdlovsk Oblast, Russia*

To increase the role of citizens in rural communities in solving local problems through strengthening residential self-governing organizations. A training and consultation program on legal, financial, and organizational aspects of residential self-governing organizations will improve the organizational and leadership skills of rural activists. As a result, a minimum of six new residential self-governing organizations will be created.

**Committee of Residential Self-Government, Borki Village, Ryazan Oblast      \$2,675**  
*Ryazan Oblast, Russia*

To improve real estate management by involving local residents in the process. A set of normative legal documents will be developed regulating the division of authority between the local administration, a committee of residential self-government and a proposed association of home and land owners. On the basis of these documents, an association of home and land owners will be created. The regulating legal documents will be published on the Internet.

**Sreda Center for Mass Media Research      \$25,316**  
*Russia*

To increase the effectiveness and promote the development of professional media associations through collection and distribution of information, news, and analysis of associations' activities and initiatives. The materials will be published on the Internet and as a special insert in Russia's leading professional journal. A calendar of professional development and training opportunities for journalists will also be published and distributed electronically via specialized listserves.

**Ural Support Center for Non-Governmental Organizations      \$25,799**  
*Udmurtia, Russia*

To strengthen the financial sustainability and organizational capacity of community-based organizations in the three principal cities of the republic through specialized training, consultations, and a publications program. A collection of relevant reference materials will be donated to libraries in each city, and librarians acquainted with their content. Social partnerships between local administrations and community leaders will be promoted through an "NGO Fair" in the republic's capital.

**Consultations for Associations and Foundations      \$32,715**  
*Russia*

To promote philanthropic support among the Russian diaspora of charitable projects in Russia. Project implementers will survey potential Russian donors in Britain, France, and the United States to identify their priorities and interests. Promotional information about corresponding charitable projects will be disseminated in print among the diaspora and published on the Internet. Mechanisms for transferring donations through partner organizations or using an Internet-based payment system will be established, along with related accounting, monitoring and reporting procedures. Information about this project will be widely disseminated.

**National Circulation Service      \$34,061**  
*Russia*

To increase the financial sustainability of independent press by improving organizational management with a focus on marketing and advertising sales. A series of training seminars will address client relations, market research, taxation, and sales strategies. In addition, recommendations on verifying circulation will be presented at the annual All-Russia Conference of Journalists as a means to increasing advertising revenues.



**Perm Radio and Television Association      \$31,120**

*Perm Oblast, Russia*

To increase the financial sustainability of regional independent press through professional training for management personnel of thirty newspaper outlets on management, marketing, readership surveys, and working with advertisers.

**Echo of Moscow      \$32,906**

*Russia*

To increase access to unbiased information on political, social, and economic issues by increasing the share of radio air time devoted to locally-produced news and analytical programming. Russia's preeminent independent radio station will conduct hands-on internships for journalists from 18 radio stations across Russia, during which journalists will develop reports for airing on their home stations. The internship will be accompanied by follow-up consultations and specialized training materials. The radio station plans to use this pilot as the basis for an ongoing internship program for regional journalists which will be offered on a cost-recovery basis.

**Togliatti Fund      \$20,718**

*Tomsk, Obninsk, Vladimir, Nizny Novgorod, Perm, Tver, Russia*

To foster mechanisms that mobilize local human and financial resources in addressing community development issues. The grantee, Russia's first community development foundation, will conduct internships and consultations for representatives of analogous organizations being created in other cities to share experience, best practices, and to assist in the development of grant-management policies and other aspects of community foundation operations. A web site and electronic discussion group will be created to facilitate the development of horizontal ties among the new foundations.

**Club of Chief Editors of Regional Newspapers of Russia      \$24,089**

*Russia*

To increase the financial sustainability of independent media. Newspaper editors from 55 regions will undergo specialized training in marketing, management, and media law, and related materials will be published in special supplements of a leading trade journal for distribution to 700 regional newspapers. Project implementers will lay the legal and organizational groundwork to bring together newspapers, newsprint producers, paper pulp manufactures, and investors to create a newsprint pool, with the goal of creating a guaranteed source of low cost newsprint.

**Union of Newsprint Distributors\$31,644**

*Russia*

To increase the financial sustainability of regional independent press through professional training for management personnel of thirty newspaper outlets on management, marketing, readership surveys, and working with advertisers.

**Women of Closed Territories      \$32,895**

*Central Russia, Urals, and Siberia, Russia*

To increase citizen involvement and improve the effectiveness of civic organizations operating in three

“closed” cities through a series of workshops on leadership development and information networking. Project implementers will conduct a needs assessments and develop strategies for public sector development tailored to the special needs of cities undergoing major defence conversion, with particular focus on budget transparency and increasing citizen participation in decision-making processes.

**Association of Journalism Teachers and Researchers      \$18,477**

*Vladimir, Yaroslavl, Moscow Oblasts and Obninsk, Kaluga Oblast, Russia*

To increase the financial independence of regional mass media by raising the professional qualifications of media managers through specialized training. More than 60 regional managers will attend courses on marketing and advertising strategies, editorial management, business planning, and budgeting. Upon completion, participants will receive certificates of professional continuing education from Moscow State University’s Journalism Department and participate in follow-up consultations.

**Committee of Residential Self-Government Petrovsky Micro-District      \$2,999**

*Barnaul, Russia*

To improve social services delivery by developing and implementing targeted social programs. The programs will be conducted with participation of residential volunteers and through charitable activities of local entrepreneurs. A data base of needy residents will be developed for providing the targeted social support.

**Committee of Residential Self-Government, Soviet District, Omsk      \$2,937**

*Omsk, Russia*

To increase the transparency and responsiveness of local government by introducing a feedback mechanism into interactions between citizens and their elected local officials. Local residents and administration officials will participate together in seminars on housing, consumer rights, welfare, and employment issues, and follow-on consultations in defending their rights in these areas will be offered to residents. Residents’ recommendations for improving the effectiveness of their administrations’ programs will be discussed at meetings of the city administration’s Public Council.

**Committee of Residential Self-Government, Matrosovsky Micro-District,      \$2,951**

*Barnaul*

Matrosovsky Micro-District, Barnaul, Russia

To improve housing conditions by developing and implementing the organizational mechanisms necessary to delegate responsibility for housing services and repair from local government to residential self-governing organizations. Lessons learned will be shared with other neighborhood committees in the city through a newly formed association.

**Residential Committee of Self-Government Lower Krum Micro-District \$3,075**

*Micro-District Lower Krym, Perm, Russia*

To increase citizen participation in local community planning and development. The neighborhood committee will survey local residents to identify development priorities and organize volunteer work groups to implement projects. The committee’s experience in promoting citizen involvement in neighborhood actions will be shared with other self-governing organizations.

**Committee of Residential Self-Government, Yubileiny Micro-District, \$2,905**

*Yubileiny Micro-District, Barnaul, Russia*

To improve housing conditions by increasing residents' participation in building management. A training and consulting program on legal and organizational aspects of neighborhood committees and their role in housing management will improve the organizational and leadership skills of neighborhood activists. As a result, a minimum of six new neighborhood committees will be created.

**Committee of Residential Self-Governing Organizations, Chervony Micro-District, Barnaul \$3,348**

*Barnaul, Russia*

To strengthen the organizational capacity of residential self-governing organizations to participate in community development processes through establishing an association of neighborhood committees. The association will provide organizational, training and consulting support for its members, thereby improving organizational and leadership skills and promoting the sharing of best practices. The association will develop a set of legal documents regulating the rights of residential self-governing organizations to engage in municipal contracting for housing repair.

**Kursk Technical State University \$31,860**

*Kursk Oblast, Russia*

In support of providing unfettered access to information through the creation of three Internet centers at the Technical, Medical and Pedagogical Universities in Kursk. The centers will provide combined Internet and e-mail access to 10,000 students, professors and employees.

**Nizhny Novgorod Business and Information Center \$17,647**

*Southern Russia*

To train leaders of 14 NGOs in financial sustainability mechanisms and cooperation among business, government and NGOs, thereby increasing the sustainability of civic organizations in southern Russia. A survey on cooperation among the three sectors and financial stability will be used to develop concrete plans tailored to regional needs.

**Saratov State University Regional Scientific Library \$24,205**

*Saratov Oblast, Russia*

To create an informational and analytical bulletin entitled Digest of the Regional Press that will contain analytical materials and articles on business and NGO development, local self-government reform, rule of law, electronic communications development, and mass media. Eleven issues of the bulletin will be published and distributed to NGOs, libraries, journalism departments and local administrations.

**Marshak Foundation \$21,166**

*Southern Russia*

To increase the professionalism of the non-profit sector by encouraging the introduction of NGO management coursework into university curricula. Twenty-five professors from universities and institutes throughout Southern Russia will attend a two-week training course covering principles of

NGO management, as well as interactive teaching methodologies. Each professor will develop a curriculum for a course on NGO management to be introduced at their home universities.

**Rostov State University \$16,960**

*Rostov Oblast, Russia*

To increase financial sustainability and managerial skills of NGOs through training of Rostov-on-Don NGO leaders and students in the course NGO Management. In a year, 100 NGO leaders and 42 students will be trained and practiced in strategic planning, fundraising, social marketing, project modeling, etc. Besides, the developed NGO Management course will be included into the university's curriculum.

**Severo-Kurilsk Region Administration \$23,770**

*Sakhalin Oblast, Russia*

To increase communication capabilities through the creation of a center for public access to the Internet and e-mail for non-commercial organizations of the Northern Kuriles. The project activities will include ten Internet seminars for more than 250 people and creation of a Web site concerning economic and public activity in the Northern Kuriles with free access for non-commercial organizations, students and teachers.

**Children's Newspaper Chado \$26,934**

*Chita Oblast, Russia*

To strengthen the professional and management skills of youth newspapers through the establishment of an information coordinating center. The center will implement an educational program, which will include a conference for editors and journalists of school newspapers as well as seminars for employees of newspapers from regional districts. For the conference and seminars, the project organizers will develop educational materials on the organization and management of youth newspapers.

**Sakhalin Regional Branch of the Union of Russian Journalists \$18,838**

*Sakhalin Oblast, Russia*

To enhance the professional qualifications and legal awareness of editors and journalists of the local media by providing advanced training and consultations on civic journalism and effective models of running media organizations. Experts from Sakhalin, Moscow and Yekaterinburg will share their knowledge and experience with their colleagues to increase the sustainability of media outlets within the oblast. The program will give the audience the necessary knowledge to improve their organizations and skills thus making media in the area more transparent and effective.

**NGO Resource Center Delko-Nova \$32,428**

*Russian Far East*

To foster cooperation between the three sectors of society by identifying and joining efforts of non-profit, governmental and private organizations that have financial, human, and organizational resources for social partnerships. To implement these tasks, a group of experts will conduct research, develop analytical materials and organize discussions of partnership technologies in regions of the Russian Far East. The cooperation of more than 500 organizations in the development of social partnership strategies will give an impulse for multi-sector collaboration.

## **Sakhalin Branch of the International Academy of Nature and Social Sciencies**

**\$27,575**

### *The Russian Far East*

To foster intersectoral social partnership by organizing an educational program for professionals from NGOs and businesses who will be taught a strategic approach to philanthropy policy development. In addition a mass media campaign highlighting socially responsible behaviour will be conducted. It is expected that the number of cooperative social projects will grow as a result of the grant activity, thus increasing the effectiveness of the NGO sector as a whole.

## **Open Society Institute     \$50,000**

### *Azerbaijan, Belarus, Kyrgyzstan, Moldova, Russia, Ukraine, and Uzbekistan*

For continued partial support of the Project Syndicate, which provides its member papers in the NIS with high quality syndicated articles on transition issues and access to various professional training programs. The program also facilitates communication and cooperation between the Syndicate's ten NIS members and fosters interaction between these papers and the Syndicate's members in Central and Eastern Europe, Western Europe, and Asia.

## **Graduate School & University Center, City University of New York     \$59,345**

### *Russia*

To promote corporate philanthropy through comparative research on successful cases of corporate giving in NIS countries. The findings will be widely publicized as part of a global study. In addition, two promising NIS scholars will participate in an International Fellows program to study corporate giving, volunteerism, and social responsibility. The NIS fellows will also conduct original research on trends in philanthropy.

## **Mitacom, Inc.     \$270,000**

### *Russia*

To support a new television series called the "Russian Roller Coaster" which will examine key economic, social, and political issues facing Russia during this time of economic crisis. Local interviews and reports from Russian regions will be contrasted with archival footage that illustrates how economic and democratic institutions function in the US. The purpose of the program is to give citizens a better understanding of current events so they can play a more active role in economic and political decisionmaking.

## **Transitions Online \$27,000**

### *NIS*

To support additional regional coverage and expanded access to the on-line version of Transitions, a journal devoted to reporting on events in 27 countries of Eastern Europe and the former Soviet Union. This grant will fund additional field correspondents for the NIS region and subsidized student subscriptions for one year.

**Educated Choices Heighten Opportunities, Inc.      \$74,976**

*Russia*

To support the emergence of sustainable models of community partnership and local philanthropy in Siberia through advanced training for school community foundations and the creation of a community school association.

**Competition to Expand Use of the Internet in the Russian Far East**

*The Russian Far East office conducted a competition to promote use of and access to the Internet. The competition focuses on providing training and access to the Internet in remote areas where access to information through traditional means is extremely limited.*

**Khabarovsk Scientific Center      \$26,038**

*Khabarovsk Krai, Russia*

To support the development of small innovative businesses through the creation of an Internet consulting center. The center will create Web sites to advertise various scientific and technological business proposals and will provide informational support to small innovative businesses. In addition, scientists and researchers will receive Internet access and will have the opportunity to attend Internet training courses.

**Institute of Complex Analysis of Regional Problems      \$24,952**

*Jewish Autonomous Oblast, Russia*

To increase access to up-to-date business and economics information through the creation of an informational and consulting center. In addition to providing public access to the Internet and e-mail, the center will create electronic databases on economics, business, management, and legal issues. Ten training seminars will be conducted on how to effectively utilize both the Internet's informational resources and the newly-created databases for business purposes.

**Amurskaya Oblast Library for Sight-Disabled      \$19,994**

*Amurskaya Oblast, Russia*

To expand Internet access by creating an Internet center for 600 sight-impaired individuals. Project activities include four training seminars on using the Internet and individual consultations on Internet usage. The project administrators will also establish contacts with similar organizations from other regions to facilitate the exchange of experience.

**Municipal Educational and Methodical Calculating Center \$24,710**

*Arseniev, Primorsky Krai, Russia*

To increase the use of the Internet in secondary schools by creating an informational and educational center for students and teachers. The center will provide visitors with Internet access as well as offer them training seminars on Internet usage. In addition, the center will train 250 people on how to create Internet home pages. Finally, web-pages on various educational topics will be developed.

**Far Eastern State Technical University      \$24,712**

*Primorsky Krai, Russia*

To support an experimental program to provide computer training and job skills for disadvantaged

young people. Four computer centers will be established to provide Internet-based job skills training for more than 200 participants.

**All-Russian Society of Disabled People, Jewish Autonomous Oblast    \$24,826**

*Jewish Autonomous Oblast, Russia*

In support of a program to provide computer-based job training for handicapped people. This grant is expected to lead to the creation of a job training center that will provide handicapped people with computer training and other marketable skills.

**Khabarovsk Wild Animals Foundation \$18,091**

*Khabarovsk Krai, Russia*

To strengthen the non-profit sector by increasing public organizations' access to the Internet. An Internet center will be created to provide public organizations with Internet and e-mail access. The center will also train more than 150 representatives from non-profits on Internet usage and will create Web pages and electronic databases concerning the activity of non-commercial public organizations in the region. Project participants will also establish contacts with other Russian and foreign public organizations to facilitate the exchange of experience.

**Ainikait Birobidzhan International Club            \$23,799**

*Birobidzhan, Jewish Autonomous Oblast, Russia*

To promote the development of the non-profit sector through the creation of a center that will provide NGOs with Internet training and consulting services. The center will train more than 150 representatives of local NGOs on how to use the Internet. In addition, the center will create a Web page and electronic databases with information about the activities of local NGOs.

**Alaskam            \$15,656**

*Kamchatka Oblast, Russia*

For a program to provide ethnic minorities in Kamchatka with access to the Internet and e-mail. The grant will set up a public access Internet site and provide Internet training. The program will provide new opportunities for ethnic minorities in the region to exchange information with similar groups elsewhere in Russia and abroad.

**North International University    \$21,304**

*Magadan Oblast, Russia*

To increase public access to the Internet through the creation of an Internet center. In addition to offering Internet access, the center will provide the university's students and teachers with remote access to the library's resources and the university's databases. In addition, 500 people will receive general Internet training, 40 people will receive instruction on Web page design, and a consulting center for Internet and e-mail resources will be established.

**Amur Scientific Center    \$16,265**

*Amur Oblast, Russia*

For the establishment of an Internet center linking nonprofit scientific organizations in the region. The grant supports Internet access, training in use of the Internet, and creation of a web page for research

organizations. The grant is intended to increase information exchange with researchers in other parts of Russia and abroad.

**Komsomolsk-na-Amure State Pedagogical Institute \$23,500**

*Komsomolsk-na-Amure, Khabarovsk Krai, Russia*

To increase access to the informational resources available on the Internet by supporting training courses on Internet and e-mail usage for teachers and students. During the project, 500 people will receive general Internet and e-mail training, and 40 people will complete training on Web page creation.

**Competition to Promote Responsible and Analytical Journalism in Southern Russia**

*The Southern Russia Regional Office of the Eurasia Foundation conducted a grants competition to promote community-centered journalism among professional journalists and journalism faculties in five southern Russian regions. Grants were awarded to increase the involvement of regional independent media in reporting on local community issues, and to encourage journalists and journalism students to work directly with local citizens' groups to address local needs and problems. Grants were awarded to regional independent media organizations, journalism faculties, and local NGOs.*

**NGO Institute of Humanitarian Communications \$35,000**

*Southern Russia*

For a program to increase media effectiveness by training 30 journalists and professors of journalism on civic journalism. The training will include short internships in Moscow-based media organizations, and participants will return to their regional, independent media roles with better reporting skills allowing them to improve the quality of news reporting.

**Rostov Radio \$18,000**

*Rostov Oblast, Russia*

To increase community involvement in the discussion and resolution of local problems. After conducting several public opinion surveys to determine the community's most pressing problems, a series of radio roundtables will be aired, during which callers and experts will discuss community problems and possible solutions. In addition, over 130 informational programs encouraging social activism will be aired.

**Povolzhie Historical Ecological Cultural Association \$16,390**

*Samara Oblast, Russia*

To increase cooperation between local citizens, NGOs, media, businesses, and local government in the identification, discussion, and resolution of local problems through a series of public opinion polls, public hearings, round-tables, and press conferences.

**Saratov State University \$18,345**

*Saratov Oblast, Russia*

To increase the level of professionalism among future journalists by developing and introducing a civic journalism course into the only journalism program in the city. Students will also have a chance



to put the theoretical skills that they learn into practice by writing articles for an existing local newspaper and a student newspaper which they will create.

### **SKAT TV Company \$18,000**

*Samara Oblast, Russia*

To increase public involvement in the discussion of pressing public issues through the creation of a weekly television program, Expert-Studio, that will be broadcast on a popular local TV station. Each week a different issue of public importance, as determined by public opinion polls, will be discussed by representatives of various social groups.

### **NGO Resource Centers Competitions in Russia**

*The Eurasia Foundation's offices in Russia administer a program to promote a stronger and more financially sustainable non-profit sector in Russia through the creation of a network of NGO resource centers. Each center provides training, individual assistance, and information to non-profit organizations in its region. The centers also offer Internet and e-mail training, and promote greater linkages with the private sector and government. The program is being funded by the C.S. Mott Foundation and the Ford Foundation.*

### **NGO Ecological Education Center of Republic of Sakha Eige \$15,838**

*Republic of Sakha, Russia*

To support further development of the NGO sector in the remote regions of the Republic of Sakha. The project includes a series of seminars on NGO development, fundraising, and planning in Yakutsk, Neryungri, Namtsy and Maiya, and a round table discussion aimed at increasing collaboration between NGOs, government and business. The roundtables will be followed by consultations and information exchange through the publication of two issues of an informational bulletin for NGOs. This grant is part of a cooperative effort between the C.S.Mott, Ford, Soros, and Eurasia Foundations to provide much-needed support to the NGO sector in depressed regions.

### **Program to Support Emerging Community Leaders in Russia**

*The C. S. Mott Foundation and the Eurasia Foundation awarded grants for the second year of a program to support civic organizations which have demonstrated leadership and innovation in the following areas: fostering cross-sectoral collaboration in their communities or issue areas; promoting sustainable financial and institutional development strategies and practices by providing assistance to other civic organizations and disseminating best practices, and, working with other civic organizations in improving the legal enabling environment for the non-profit sector in Russia.*

### **Gradosphera Foundation \$21,742**

*Sakha Republic, Russia*

To improve interaction between non-profit organizations, government organs, and private businesses in order to support social programs and other important projects. The project specialists will conduct a series of round-table discussions for non-profit representatives, businessmen, civil servants, and journalists to develop new legal regulations encouraging local philanthropy and charity. They will also provide training and legal and technical services for more than 100 non-profits. Thus, the project will strengthen the non-governmental sector and increase the capability of NGOs to influence regional social policy.

**Amurnet Far Eastern Project Management Association     \$21,332**

*Amur Oblast, Russia*

To encourage local financing in social areas by promoting a community development fund to serve as a new model of social partnership between non-profits, businesses and local authorities. The project specialists will analyze the experience of Russian and foreign community foundations, and organize an information campaign and consultations on project development and management. These activities will identify potential donors to the fund and create an audience of open competition participants interested in receiving grants.

**Zabaikalie NGO Resource Center     \$21,110**

*Chita Oblast, Russia*

To encourage partnerships between businesses and the non-profit sector by increasing the professionalism of non-governmental organizations, and developing models of mutual cooperation. The project will include training and consultation for NGOs, as well as presentations of non-profit projects and services, a charity ball, and the creation of a chamber of social business. Such activities will enable local philanthropy and create a new image of non-profits as partners instead of beneficiaries.

**Otkrity Mir Sakhalin Regional NGO for Public Initiatives Support     \$21,491**

*Sakhalinskaya Oblast, Russia*

To promote effective cooperation between non-government organizations (NGOs), businesses, government organs and the mass media. A series of round-tables, working meetings and training seminars for journalists and representatives of the three sectors of society will result in joint charitable activities and the creation of a community foundation. This will greatly contribute to the development of local funding sources for NGOs and increase the sector's sustainability.

## Strategic Objective 2.1

### Ukraine

#### Open-Door Grants

##### **Vinnitsia Oblast Branch of the Ukrainian Union of Lawyers**      **\$18,022**

*Vinnitsia, Ukraine*

To educate citizens and NGOs of their constitutional rights by creating a center which will provide free legal consultations and access to current laws and regulations. The grantee will increase the impact of its services by launching a public education campaign on citizens' rights via local media outlets.

##### **Social and Legal Assistance Center**      **\$15,600**

*Kyiv Oblast, Ukraine*

To support the development of an informed citizenry proactive in defense of its rights and interests in the city of Boryspil. The project provides for pro bono legal consultations to disadvantaged citizens, as well as free, user-friendly lectures on civil, administrative, family, labor, pension, and real estate issues.

##### **Hrytsiv Revival Association**      **\$10,350**

*Ukraine*

To support implementation of a new paradigm for improved quality of life in rural communities, through the active participation of local residents in important projects. Project principals will discuss, adopt and execute 10 project of interest to Hrytsiv's inhabitants. All work on the projects will be done by volunteers selected among local villagers.

##### **Volyn Resource Center**      **\$2,294**

*Volyn, Ukraine*

To strengthen the institutional capacity of the resource center through the establishment of a department for public information and fundraising. The department will be created with the assistance of a US Peace Corps Volunteer. Project activities include developing a fundraising strategy, developing contacts with Western NGOs, and developing a database of organizational partners. The grant is being awarded within the framework of the Third Sector Development Program, jointly funded by the Eurasia Foundation and C. S. Mott Foundation.

##### **Association Spilnyi Prostir**      **\$19,730**

*Ukraine*

To bolster the professional and managerial capacity of regional media outlets through a series of training seminars and the establishment of a nationwide database. The training seminars will focus on the marketing and management of media institutions as well as the current legal framework that governs mass media operations. The project's database will compile economic and social information that regional media outlets will be able to access via the Internet for use in their publications.

**Zhydachiv Regional Center for Public Services      \$18,438**

*Lviv Oblast, Ukraine*

To ensure access to Internet information resources for dwellers of the town of Zhydachiv through the creation of an information and analysis Internet access center. Numerous civic organizations, local entrepreneurs, representatives of local authorities, students from various educational institutions will benefit from using center resources.

**Renaissance International Charitable Foundation of the Kyiv Mohyla      \$3,000**

*Ukraine*

To improve the education and professional development of Ukrainian journalists by supporting the planning stage for the establishment of an independent School of Journalism at the University of Kyiv-Mohyla Academy. Under this grant, project principles will familiarize themselves with international journalism programs, establish partnerships with universities in the United States and Poland, develop a strategic plan for the School, apply for a license from the Ministry of Education to provide graduate-level training for journalists, and develop a preliminary curriculum for the program.

**Journalists' Initiative Association      \$20,190**

*Kharkiv, Ukraine*

To improve regional independent mass media by increasing journalists' professionalism and competence. Project principals will conduct a series of seminars and round tables addressing journalism ethics, reporting techniques, investigative reporting, interviewing and other relevant issues. Seminar and roundtable results will be published in the trade publication "Journalist."

**Internews - Ukraine      \$8,960**

*Belarus*

To increase citizen awareness of social, economic and political events by boosting the professionalism of Belarusian independent electronic mass media. Project principals will conduct an 8-week training course for newsroom and information service directors at independent TV and radio companies.

**Center - Suspilstvo      \$34,100**

*Ukraine*

To increase citizens' participation in political decision-making through objective information on the legal, informational and financial aspects of the presidential election campaign in Ukraine. The project will support creation and broadcasting of four TV programs on electoral legislation, the rights of voters to access public information on electoral campaign financing, and on the role of mass media in the election process.

**Counterpart Creative Center      \$2,999**

*Ukraine*

To promote the organizational development of citizens' rights NGOs by developing their leadership and communications skills. Project principals will conduct three training seminars in various regions of Ukraine for NGO representatives, focusing on advocacy, lobbying and coalition-building skills.

**Open Society Institute    \$50,000**

*Azerbaijan, Belarus, Kyrgyzstan, Moldova, Russia, Ukraine, and Uzbekistan*

For continued partial support of the Project Syndicate, which provides its member papers in the NIS with high quality syndicated articles on transition issues and access to various professional training programs. The program also facilitates communication and cooperation between the Syndicate's ten NIS members and fosters interaction between these papers and the Syndicate's members in Central and Eastern Europe, Western Europe, and Asia.

**Belarus-Ukraine Cooperation and Exchange Program**

*The Eurasia Foundation's West NIS Regional Office, together with the International Renaissance Foundation, is conducting an on going competition to promote and strengthen relationships between Belarusian and Ukrainian individuals and organizations that are working to promote democratic and economic reforms in their respective countries.*

**Legislative Initiative Foundation \$5,991**

*Belarus and Ukraine*

To improve legal education in Belarus and Ukraine through a series of lectures on citizens' rights to be conducted throughout Belarus, and a roundtable for Ukrainian and Belarusian NGOs involved in legal education efforts. This grant is seen as the first stage of a long-term Belarusian-Ukrainian cooperative effort to create 14 regional legal education centers in Belarus.

**Lviv Regional Fund Ukraine-Europe    \$5,572**

*Ukraine, Belarus*

To promote cross-border cooperation between Belarusian and Ukrainian civil society organizations through staff exchanges, and through workshops on public education and communication, and cross-sectoral collaboration.

**E. Polotskaya All-Belarusian Women's Fund \$5,990**

*Belarus, Ukraine*

To promote greater understanding of women's and civil rights by increasing the level of cooperation and information exchange between Belarusian and Ukrainian organizations working in this sphere. Project principles will collect legal information, conduct research on society's level of legal knowledge, conduct six regional seminars on civil rights, and organize an international seminar on methodologies of legal education for partner organizations in Belarus, Ukraine, Moldova, Lithuania, Russia, and Poland.

**Center for Philanthropy    \$5,977**

*Ukraine, Belarus*

To promote the development of the non-profit sector by consolidating the efforts of and increasing cooperation between Belarusian and Ukrainian NGO resource centers. In order to increase understanding of NGO activities, philanthropy, local fundraising and social partnerships, project principles will publish a newsletter, conduct two training seminars, and create a web-page for NGO resource centers.

**Youth Education Center Post    \$5,939***Belarus, Ukraine*

To improve the quality of civic education in Belarus and Ukraine and promote cooperation between Belarusian and Ukrainian NGOs engaged in the strengthening of civil society in the two countries. Project principles will conduct a seven-day training seminar for Belarusian and Ukrainian NGO representatives and publish and distribute a bulletin on innovations in civic education methodologies.

**Chernihiv Media Club        \$5,767***Belarus, Ukraine*

To increase the exchange of information between Belarus and Ukraine and the availability of objective information about Belarus through the creation of a web-page called “Free Information Corridor: Belarus-Ukraine-World”. The web-site will contain information about social and political life in Belarus in Ukrainian, Belarusian, Russian and English.

**Uzhhorod Association of Law Students and Young Lawyers Vested    \$5,022***Ukraine, Belarus*

To promote cross-border cooperation between Ukrainian and Belarusian student lawyers’ organizations and support professional development of their members. The project includes the creation of a Belarusian-Ukrainian center for comparative jurisprudence, a conference of the Ukrainian Association of Law Students, seminars on legal education and citizens’ rights issues, as well as joint preparation and publishing of a newsletter. This grant was awarded as part of the Belarusian-Ukrainian Cooperation and Exchange Program funded jointly by the Eurasia Foundation and the International Renaissance Foundation

**International Business Center    \$5,905***Ukraine, Belarus*

To strengthen the enabling environment for private sector development in Belarus and Ukraine by promoting cross-border cooperation on taxpayer and property rights between Belarusian and Ukrainian NGOs. This grant will fund training, information dissemination, and other activities designed to increase familiarity among NGOs with these issues and to develop practical mechanisms for strengthening taxpayer and property rights in both countries.

**Increasing the Sustainability of Regional Ukrainian NGOs**

*The Eurasia Foundation awarded grants for the continuation of a program to establish a network of NGO resource centers throughout Ukraine. The resource centers help local civic organizations improve their operations and financial sustainability. The program was co-funded by the C.S. Mott Foundation.*

**Podolian Human Rights Center    \$30,000***Ukraine*

To increase the sustainability and professionalism of regional NGOs by strengthening their ability to serve as catalysts for intersectoral cooperation and citizen involvement in community development. Project principals will implement a complex, demand-based package of training, consulting and information services for client NGOs.

**Odessa Resource Center \$29,996***Ukraine*

To increase the sustainability and professionalism of regional NGOs by strengthening their ability to serve as catalysts for intersectoral cooperation and citizen involvement in community development. Project principals will implement a complex, demand-based package of training, consulting and information services for client NGOs.

**Kirovohrad Creative Initiatives Support Center \$29,951***Ukraine*

To increase the sustainability and professionalism of regional NGOs by strengthening their ability to serve as catalysts for intersectoral cooperation and citizen involvement in community development. Project principals will implement a complex, demand-based package of training, consulting and information services for client NGOs.

**Chernivtsi Resource Center \$29,715***Ukraine*

To increase the sustainability and professionalism of regional NGOs by strengthening their ability to serve as catalysts for intersectoral cooperation and citizen involvement in community development. Project principals will implement a complex, demand-based package of training, consulting and information services for client NGOs.

**Eastern-Ukrainian Council of Youth Organizations \$29,060***Ukraine*

To increase the sustainability and professionalism of regional NGOs by strengthening their ability to serve as catalysts for intersectoral cooperation and citizen involvement in community development. Project principals will implement a complex, demand-based package of training, consulting and information services for client NGOs.

**Poland-America-Ukraine Cooperation Initiative (PAUCI) Program**

*The United States, Poland, and Ukraine have launched a trilateral initiative to foster programs between Poland and Ukraine to strengthen their emerging cooperative relationship and to take advantage of expertise acquired in Poland's social and economic transition over the past decade. The Poland-America-Ukraine Cooperation Initiative (PAUCI) seeks to accelerate Ukraine's transition to a robust market economy and a stable democracy, while also helping both Poland and Ukraine countries benefit from shared experiences. Grants awarded under PAUCI support activities in the following areas: macro-economic policy; small business development; and local government reform. Funding for the Initiative is provided under a special agreement with USAID.*

**Institute for Democracy in Eastern Europe Foundation \$36,953***Crimea, Ukraine*

To support an exchange between local government officials and farm managers in the Crimea and the Mazowsze region of Poland. The grant supports a two-week workshop in Poland, a visit by Polish experts to the Crimea, and training of a group of Ukrainian trainers in agricultural reform policy and management issues. The goal of the project is to promote a better understanding of agricultural policy options among agricultural policymakers in the Crimea.

**ACDI/VOCA \$55,592***Ukraine*

To support the development of three food processing industry associations in Ukraine through contacts and exchanges with counterpart associations in Poland. The goal of the project is to strengthen the capacity of business associations in Ukraine to provide services to members, promote industry standards, and advocate for favorable policies. Grant funds support internships and training programs at Polish associations for representatives of Ukrainian associations.

**Foundation for the Support of Local Self Government \$7,780***Ukraine*

To support a seminar examining Poland's experience and lessons learned in local government reform. Grants funds support the participation of 30 Ukrainian experts at a five-day seminar in Poland organized by the Polish Know-How Foundation. As part of the program, the Ukrainian participants will conduct a comparative analysis of Polish and Ukrainian legislation on local government and prepare recommendations for policy reform.

**Seed Grants Competition for Crimean Nonprofits**

*The Eurasia Foundation's West NIS Office formed a consortium with UNHCR, UNCIDP, the International Renaissance Foundation-Crimea, the C.S. Mott Foundation, the Canadian Embassy, the Embassy of the Netherlands, and Counterpart Creative Center, to promote the organizational development of non-governmental organizations in the Autonomous Republic of Crimea. The consortium conducted a competition through which Crimean NGOs obtained seed grants in support of their activities.*

**Integration and Development Center \$5,000***Crimea, Ukraine*

To strengthen the non-profit sector through the organization of a three-day seminar on public and media relations. The seminar will be attended by over 30 representatives of NGOs which received funding under the Crimean NGO Seed Grants Competition.

**Ukraine Nonprofit Sector Development Competition**

*The Eurasia Foundation's West NIS office in Kyiv, with funding from the C.S. Mott Foundation, provided seed grant support for regional NGO resources centers in Ukraine. The centers provide training, information, and assistance to local non-profit organizations in their regions.*

**Volyn Resource Center \$11,246***Rivne and Volyn oblast, Ukraine*

To support activities of Volyn Resource Center for NGO which increases sustainability of indigenous civic organizations in Volyn and Rivne regions of Ukraine. Funding is provided within the framework of the Ukraine Nonprofit Sector Development Program, jointly funded by the C.S. Mott and the Eurasia Foundations.



**Center for Philanthropy \$2,999***Kyiv, Ukraine*

To promote the effectiveness of the NGO sector by increasing the scope and quality of information resources available on NGO management, communication, and financial sustainability. This grant supports the acquisition and transfer to NGO resource centers of texts dealing with non-profit issues, which will help to improve the ability of the resource centers to address their clients' broad range of needs.

## Strategic Objective 2.2

### Armenia

#### Open-Door Grants

##### **Armenian Center of Law \$20,089**

###### *Armenia*

To improve the quality of the legal profession by developing and implementing a standardized testing system for law students at higher educational institutions. Test content and methodology will be developed, a test manual will be published and distributed, multi-stage trial exams will be conducted, and finally, standardized tests will be delivered to relevant higher educational institutions. The exam will cover civil law and procedures; criminal law and procedures; and constitutional law.

##### **International Center for Not-for-Profit Law \$186,019**

###### *Ukraine, Moldova, Belarus, Armenia, Azerbaijan, and Georgia*

To reduce existing obstacles to the development of civic organizations through the creation, reform and implementation of NGO laws that conform to international standards. A newly-formed regional office will provide technical assistance in drafting legislation regarding the legal and tax status of NGOs; promote understanding of the importance of comprehensive NGO legislation among lawyers, government officials, NGO leaders, and scholars; foster cross-sectoral relations between NGOs, business, and government; and establish an on-line legal library.

##### **ZINVORI MAIR Republican Committee of Armenia \$33,965**

###### *Armenia*

In support of improved protection of civil rights related to military service through a program to provide citizens with comprehensive information about how to respond in the event of a violation. The project will entail a series of nationwide seminars and roundtable discussions on the rights of conscripts, the development of a code of ethics for members of medical commissions, publication of a book, and production of television and radio programs.

## Strategic Objective 2.2

### Azerbaijan

#### Open-Door Grants

##### **International Center for Not-for-Profit Law    \$186,019**

*Ukraine, Moldova, Belarus, Armenia, Azerbaijan, and Georgia*

To reduce existing obstacles to the development of civic organizations through the creation, reform and implementation of NGO laws that conform to international standards. A newly-formed regional office will provide technical assistance in drafting legislation regarding the legal and tax status of NGOs; promote understanding of the importance of comprehensive NGO legislation among lawyers, government officials, NGO leaders, and scholars; foster cross-sectoral relations between NGOs, business, and government; and establish an on-line legal library.

## Strategic Objective 2.2

### Belarus and Moldova

#### Open-Door Grants

##### **Helsinki Committee for Human Rights of the Republic of Moldova      \$17,000**

*Chisinau, Moldova*

To support development and implementation of progressive legislation on privacy rights. A group of experts will conduct a comparative analysis of privacy rights legislation and implementation in developed democracies and extant Moldovan legislation. A draft Privacy Act will be crafted, which will include required amendments to present legislation. Project principals will work to raise public awareness of privacy rights protection mechanisms in Moldova and other countries by disseminating information in mass media and via the Internet.

##### **Civil Association Citizen's Legal Assistance    \$25,018**

*Minsk, Belarus*

To promote better understanding and enforcement of citizens' rights by providing high-quality and cost-free legal advice to disadvantaged residents of Minsk. Project principals will conduct consultations on civil, administrative, family, labor and estate law, and represent clients in court.

##### **Free Trade Union Belarusian      \$34,975**

*Belarus*

To promote better understanding of citizens' rights by providing high-quality and cost-free legal services to the public and trade union activists. Project principals will establish legal consultation centers in Minsk, Mahileu and Babruisk; disseminate legal information through the mass media; and bring to light citizens' rights violations in Belarus.

##### **International Center for Not-for-Profit Law    \$186,019**

*Ukraine, Moldova, Belarus, Armenia, Azerbaijan, and Georgia*

To reduce existing obstacles to the development of civic organizations through the creation, reform and implementation of NGO laws that conform to international standards. A newly-formed regional office will provide technical assistance in drafting legislation regarding the legal and tax status of NGOs; promote understanding of the importance of comprehensive NGO legislation among lawyers, government officials, NGO leaders, and scholars; foster cross-sectoral relations between NGOs, business, and government; and establish an on-line legal library.

##### **Southern Russia Alternative Conflict Resolution Competition**

*The Eurasia Foundation's Southern Russia office in Saratov conducted a grants competition to support the development of alternative dispute resolution mechanisms through training, public education, and pilot demonstration projects. Alternative dispute resolution programs will support economic reforms over the longer term by providing faster, cheaper, and more effective means of addressing economic and commercial disputes.*

**Bryansk Chamber of Trade and Commerce \$24,440**

*Bryansk Oblast, Russia, Chernigiv Oblast, Ukraine, Homel Oblast, Belarus*

To promote local enterprise development by increasing understanding and utilization of alternative dispute resolution (ADR) mechanisms among local businessmen. Project principles will inform potential clients about the advantages of ADR by organizing an information campaign, conference and a series of seminars. In addition, ten ADR judges will be trained in Moscow, thereby increasing the quality of ADR services available locally.

## Strategic Objective 2.2

### Central Asia

#### Open-Door Grants

##### **Aydin Consumer Rights    \$16,969**

*Issyk-Kul Oblast, Kyrgyzstan*

To support the protection of consumer rights in five rayons of the oblast by conducting a training program for 830 government officials, businessmen, employees of self-government bodies, students, and members of local NGOs. The grantee will also meet with local media, local government officials, representatives of self-government bodies and members of NGOs to discuss consumer rights in the oblast, and will publish and distribute brochures on these issues throughout the region.

##### **Akt Ltd            \$14,500**

*Ashgabat, Turkmenistan*

To ease the registration process for small and medium-sized enterprises by providing free legal consultations on registration procedures and by creating a reference book on the legal issues of starting a small business.

##### **Khimoya LTD            \$34,996**

*Uzbekistan*

To increase the understanding of legal issues associated with private enterprise development by conducting a series of training seminars for government officials, business leaders and administrative staff of local enterprises. Seminar topics include civic, economic, labor, contractual, taxation, custom and banking laws.

##### **Amri Ilm Research and Production Enterprise            \$16,814**

*Tajikistan*

To support the development of local capacity for protecting copyrights. Workshops in international and local copyright legislation will be conducted for lawyers from government and legal agencies, notaries, representatives from media, publishing houses, creative public organizations and businesses, as well as for graduates and senior students of law. A Tajik and Russian language training textbook on copyrights will also be developed, published and distributed.

##### **Naryn State University    \$19,554**

*Kyrgyzstan*

To improve the capacity of local elders' courts to administer rulings in accordance with existing legislation. The Kyrgyz Constitution grants every village the right to form a court composed of the village elders, which can arbitrate in minor domestic disputes. Through a series of seminars, more than 500 members of the elders' courts from some of the most remote regions of the country will be exposed to the legislation and policies regulating the activities of such courts in Kyrgyzstan. In addition, a database will be established and extensive legal materials distributed.

**Adilet Higher School of Law      \$24,543**

*Almaty, Kazakhstan*

To support the establishment of three legal clinics administered by third-year and fourth-year law students of a private law school. Students will offer low-income individuals and families free consultations in civil, administrative, labor, and juvenile law. This is a pilot project that seeks to expand the participation of law schools in legal clinics throughout the country.

**Public Foundation for Support of Legal Reform - Legal Center IUS      \$34,564**

*Kazakhstan*

To support the first independent arbitration court in Kazakhstan. The project will support the development of an alternative dispute mechanism outside the court system. To promote the use of the center the project implementers will publish and distribute a handbook on the use of the center; establish a website; conduct a series of technical seminars for lawyers, local and foreign businesses, government representatives, and university law faculty. Finally, implementors will work with the Parliament to develop changes in existing legislation that will improve an enabling environment for alternative dispute resolution mechanisms.

**Public Youth Union - Leader      \$10,889**

*Kyrgyz Republic*

To increase access to labor, civil, family, and enterprise legal assistance for the poor by creating two free legal clinics staffed by local law students and instructors. The project will provide computers and free legal database access, purchase legal texts for the clinic library, and provide training for consultants who will supervise the volunteer students.

**Public Fund of Humanitarian Development - Central Asia Consultants      \$24,914**

*Almaty, Kazakhstan*

To support the development of a law on civic advocacy and lobbying. The project implementers will work with local NGOs to develop a draft law which insures access to the legislature for groups seeking changes in government policy. Implementers will work with NGO leaders and legislators to try to pass legislation this fall. As part of this project, more than 120 NGOs will receive training on successful civic advocacy techniques. More than 1,000 copies of a instructional guidance handbook will be distributed to the NGO community, universities, and local companies.

**The South Kazakhstan Legal Information Center      \$33,434**

*South-Kazakhstan oblast, Kazakhstan*

To support the establishment of a law library at the Southern Kazakhstan Legal Information Center. The Center is a source for legal information for the Shymkent region, and will conduct training sessions for members of the legal community on how to efficiently use computer databases and Internet access at the facility for their research. The project will influence the formation of an improved legal environment by broadening access to legal information.

**Open Library of Legal Information      \$34,930**

*Uzbekistan*

To increase legal awareness and understanding by expanding access to legal information. The library

will increase its stock of books, brochures, periodicals and electronic legal materials with an emphasis on trade, commerce, business and civil law. The collection will include a complete set of laws, regulations, and commentaries from Uzbekistan, as well as other international and NIS laws. The library will also offer training on how to use the new information systems available in the library.



## Strategic Objective 2.2

### Georgia

#### Open-Door Grants

##### **Association for the Protection of Landowners' Rights      \$29,662**

###### *Georgia*

To accelerate the privatization of agricultural land by preparing recommendations for relevant draft legislation. Public discussions of the recommendations will be held and consultations conducted with all relevant parties, including government agencies, interest groups, local and foreign experts, and non-governmental organizations.

##### **Union of Consumers of Samtskhe Javakheti    NINOTSMINDA      \$19,549**

###### *Region of Samtskhe-Javakheti, Georgia*

To promote understanding of new legislation, rights, and responsibilities among the population by establishing a center to house a legal library and offer free legal consultations, and by issuing an information bulletin focusing on legal issues.

##### **International Center for Not-for-Profit Law      \$186,019**

###### *Ukraine, Moldova, Belarus, Armenia, Azerbaijan, and Georgia*

To reduce existing obstacles to the development of civic organizations through the creation, reform and implementation of NGO laws that conform to international standards. A newly-formed regional office will provide technical assistance in drafting legislation regarding the legal and tax status of NGOs; promote understanding of the importance of comprehensive NGO legislation among lawyers, government officials, NGO leaders, and scholars; foster cross-sectoral relations between NGOs, business, and government; and establish an on-line legal library.

## Strategic Objective 2.2

### Russia

#### Open-Door Grants

##### **North Chamber of Commerce and Industry    \$24,791**

*Murmansk Oblast, Russia*

To promote legal reform efforts in support of economic development by involving the local business community in the development and implementation of legislation and related regulations favorable to business and investment. A team of legal and business consultants, convened by the regional Chamber of Commerce, will work with the regional administration and Duma to prepare new draft legislation and amendments to existing legislation designed to remove barriers to business development. The legal framework for licensing will be improved. Public information and education efforts will include training for entrepreneurs in outlying towns and the creation of a web site.

##### **Ryazan Regional Public Organization for the Disabled    \$9,720**

*Ryazan, Russia*

To strengthen intellectual property rights through a pilot program to improve the legal basis and industry standards for video sales and rentals. A team of lawyers and industry specialists will develop, and present to local government and law enforcement agencies for consideration, recommendations for improving local laws defending intellectual property rights. A public campaign focused on both consumers and entrepreneurs will raise awareness of legal and economic issues connected with intellectual property rights. A regional association of entrepreneurs and legal professionals committed to the defense and promotion of intellectual property rights will be created.

##### **Foundation Institute for the Economy in Transition \$27,402**

*Kaliningrad Oblast, Russia*

In support of economic reform in Russia through the development of legislation designed to stimulate local investment. Based on an analysis of existing legislation and local economic conditions, experts will develop a new draft law on "Stimulation of investment activities in the Kaliningrad Oblast" and propose changes in related existing laws. The new legislation is scheduled to be debated by the regional parliament by the end of 1999.

##### **Union of Entrepreneurs    \$34,995**

*Obninsk, Russia*

To improve the tax and legal environment for independent small business by creating mechanisms to facilitate an ongoing dialogue between local business and local government. Business representatives will participate in the work of relevant committees of the city council and will help draft and amend legislation to improve the local business climate. Training seminars, consultations, a new web site, and specialized radio programs and newspaper articles will educate citizens on business opportunities and changes in local government approaches to business support.

**Union of Rural Credit Cooperatives    \$19,686***Russia*

To promote the development of rural credit cooperatives through improvements in corresponding federal legislation that presently fails to address fundamental issues associated with rural credit cooperatives. Recommendations (e.g. registration and licensing procedures, legal status of cooperatives, reporting, organizational structure of the rural credit cooperative system, etc.) will be prepared during a conference and followed by a series of round-tables with participation of State Duma deputies, representatives from the Ministry of Agriculture, the Ministry of Finance, the Central Bank, and rural credit cooperative leaders. The results will be distributed to the Agrarian Committee of the State Duma.

**Moscow Innovative Foundation \$34,833***Zelenograd District, Moscow, Russia*

To facilitate small business development through the adoption and application of implementing legislation and practices enabling private enterprises to participate in competitive bidding for municipal services. Fifty municipal tenders will be held among local small and medium businesses. Information on tenders planned for 2000-2001 will be compiled and distributed among local businesses. The initiative will be publicized through a series of round table discussions with stakeholders and local media. A “how-to” guide, including a complete set of the new implementing legislation, will be published and distributed among local entrepreneurship support structures. A brochure summarizing Zelenograd’s experience will be published and distributed to the regions.

**Fund for Legal Support of Business, Education and Creativity    \$33,406***Moscow, Novgorod, Samara, Novosibirsk, Izhevsk, Russia*

To improve the legal and regulatory environment for small business development in Russia by creating mechanisms to ensure broad-based public review and debate of three new laws currently before the federal legislature: “Special taxation regimes for informational agencies,” “Consumers cooperatives of mutual crediting and guarantees,” and “Protection of entrepreneurs’ rights.” Copies of the draft laws will be distributed to at least 60 regionally-based business support organizations and published on the Internet. Public review will take place on-line, at round tables in four cities, and during the Second All-Russian Congress of Entrepreneurs. Proposed changes will be incorporated into the current draft for consideration by legislators. An electronic bulletin will provide regular updates on the progress of debate in the Duma.

**Russian Association of Franchising Development    \$26,652***Moscow and Novgorod Oblast and Chuvash Republic, Russia*

To accelerate the growth of Russia’s private sector by creating a favorable environment for the development of franchising. Amendments to existing federal and regional legislation on the regulation and taxation of franchising will be developed with input from entrepreneurs, local government and tax officials for presentation to lawmakers. Entrepreneurs will undergo training in franchising operations, and a book, *Franchising in Russia*, will be published.

**Administration of Kabansky Region     \$22,179**

*Kabansky District, Buryat Republic, Russia*

To foster the development of home businesses as a key sector for economic stabilization and growth in the region by developing a package of local laws and instructions for accelerated development of such enterprises in cooperation with the republic's Ministry of Economy. The materials will be printed and broadcast in the regional mass media and discussed during round-table discussions with entrepreneurs, civil servants, and the general public.

**Agromi Agrarian Reform Support Fund     \$17,103**

*Orel and the Central Black Earth Zone, Russia*

To strengthen the role of arbitration courts in nine oblasts of the Central Black Earth zone. The project aims to support the creation of arbitration centers specializing in issues of land distribution and use, privatization, and restructuring of agribusiness enterprises. Training and technical assistance will be provided to arbitration judges in the region, and a monthly newsletter on agribusiness arbitration will be published.

**Narodny Dom     \$17,775**

*Mordovia Republic, Russia*

To support the establishment of an independent center that will help improve legislation and effective local government by monitoring and oversight of legislative processes. The center will provide 200 consultations, analyze 75 legislative acts, create a quarterly bulletin and hold seminars and roundtables to highlight lawmaking in the Republic and ensure its agreement with national and international standards.

**Birobidjan Mayor's Office     \$26,641**

*Jewish Autonomous Oblast, Russia*

To promote greater public awareness of legal rights by supporting an information center which provides free legal consultations to vulnerable groups in the Jewish Autonomous Oblast. The project will also provide lectures and seminars in regional districts, radio and TV programs on legal issues and free access to the center's library of legal literature.

**Far Eastern State Railway Academy     \$28,268**

*Khabarovsk Krai, Sakhalin Oblast, Amur Oblast, and Sakha Republic, Russia*

To increase access to high quality legal education by expanding the curriculae of the Legal Knowledge School, an institution which provides free short-term legal training for young adults and students. Instructors will develop five additional courses and training materials for ten "open" lectures and workshops. The program will culminate with the students writing individual research papers and providing free consultations under the supervision of their teachers.

**Far Eastern Branch of The Entrepreneurial Inventive Center of Higher Education     \$12,011**

*Khabarovsk Krai, Russia*

To improve policy on entrepreneurial activities and mechanisms of promoting and implementing scientific and technical achievements through the development of a draft law "About Inventive Activi-

ties.” The project specialists will study Russian and foreign state regulation of these activities, and organize a series of working meetings and round-table discussions for the heads of industrial enterprises, entrepreneurial companies, and scientific organizations. The law and recommendations developed will then be presented in the regional legislative body for debate and eventual implementation.

**Rassvet Public Organization for Refugees    \$20,527**

*Orlovskaya Oblast, Russia*

To provide information to refugees and forced migrants about the legal methods available to them to protect their rights. The project involves conducting a series of seminars in seven villages which will be attended by a total of over 400 participants; publication of informational brochures; and regular publication of a newsletter for refugees and forced migrants.

**Media Law and Policy Center    \$17,652**

*Central Russia and Siberia*

To improve understanding of mass media legislation by providing ongoing support for a training program aimed at journalism and law faculty from regional Russian universities. After completing the training course, program participants will develop and introduce curricula for new courses on law and mass media at their home universities. Materials from the training program will be compiled and published as Russia’s first textbook on mass media law.

**Amursky Regional Branch of Youth Union of Lawyers of Russia \$7,217**

*Amur Oblast, Russia*

To improve fiscal management and the delivery of social services through the development of a draft regional law entitled, “The Social Contract in Amurskaya Oblast.” The law will regulate the distribution of budget funds on a competitive basis for the implementation of social programs. Group members will organize public discussions on the draft law in local mass media and at round-table discussions for representatives of the government and non-profit sectors. The draft law will be presented to the regional legislature for a first reading.

**Nezavisimaya Zashita Alternative Advocacy NGO of Kamchatka Military Officers    \$23,429**

*Vilyuchinsky District, Kamchatka Oblast, Russia*

To promote increased citizen participation in the rule of law process of a former closed military city. To achieve this goal, the lawyers of the Legal Aid Center in Vilyuchinsk will organize a “roving” legal unit and travel to twelve regions of the district, offer free access to its library of legal resources, and will prepare a series of publications and programs for the mass media. This will increase legal awareness of discharged military officers and their families who are the main population of the district.

**Corruption Prevention Small Grants Program**

*Under a special grant from USAID, the Central Russia & Siberia Regional Office and the Russian Far East Regional Office conducted a competition in their regions for projects to support citizen initiatives aimed at reducing corruption. The program supports grassroots citizen initiatives aimed at improving public-private partnership on local levels, strengthening public oversight mechanisms, and improving the efficiency and transparency of local governments.*

**Sib-Info-Center      \$12,468***Novosibirsk, Russia*

To develop civil society through increasing citizen participation in economic and political decision-making and improving local laws. Local NGO, business, and media representatives will meet with elected officials at monthly round table discussions to develop recommendations for amending local laws so as to reduce opportunities for corruption. The round tables will become a permanent institution of public oversight and a mechanism of citizen participation in government decision making.

**East-Siberian Department of Union of Cinematographers of Russia      \$14,656***Irkutsk, Russia*

To support the development of civil society through increasing citizen participation in government decision-making and enhancing appreciation of rule of law ethics among citizens. Local residents and public and law enforcement officials will meet to discuss the causes of corruption and possible remedies. These discussions will be taped and edited for broadcast on local television. Conclusions and recommendations, as well as results of public opinion polling on attitudes towards corruption, will be submitted to an oblast-level working group charged by the Governor with drafting anti-corruption laws.

**Obninsk Regional Human Rights Group      \$13,277***Obninsk, Kaluga Oblast, Russia*

To support more effective and responsive local government by designing and implementing legal mechanisms to reduce opportunities for corruption by local officials and increasing citizen participation in government decision-making. Mechanisms for conducting public hearings on local laws will be developed, draft laws on government contracting of social and municipal services will be introduced before the city assembly, and an oblast-level Ombudsman office will be created. Local NGO activists will receive training in methods of appeal of illegal activities of officials.

**Public Organization Sutyazhnik \$10,487***Sverdlovsk Oblast, Russia*

To support the development of civil society through reducing corruption in the judicial system. Based on examination of specific instances of corruption and a review of existing laws, civil right specialists and court officials will develop recommendations for improving laws and court procedures so as to minimize opportunities for corruption. These recommendations will be forwarded to local and federal courts to the State Duma to be used in the development of a new civil and procedural code. Civic activists will receive training on methods of appealing illegal activities of judges, bailiffs, prosecutors and other representatives of the judicial system.

**Irkutsk State Economic Academy      \$14,428***Irkutsk, Russia*

To reduce corruption in institutions of higher learning through a comprehensive set of initiatives involving the public, policy makers, students and faculty. Causes and examples of corruption will be investigated through anonymous polling of students, faculty and parents. Recommendations for corrective measures will be developed and presented to oblast level education officials. A code of ethics of

university faculty will be developed, publicized in local media, and presented to Russia's Ministry of Education. A new course on professional ethics will be introduced in the university's public administration degree program.

**Krasnoyarsk City Administration      \$12,899**

*Krasnoyarsk, Russia*

To reduce corruption in local government by strengthening public oversight and citizen participation in economic and political decision-making. Local officials and citizens will form working groups to draft a code of ethics for municipal employees, as well as related changes to the city charter. Procedures for competitive bidding on city contracts will be developed, along with a legal framework for public hearings on local issues.

**Non-commercial Partnership Municipal Informatika \$14,996**

*Obninsk, Kaluga Oblast, Russia*

To improve local government accountability and reduce opportunities for corruption by increasing public awareness of and participation in social policy formation and implementation. Citizens will obtain access to information on the city's social programs and opportunities for public input through a newly created web-site, free public access to the Internet, published leaflets and brochures, and a print and electronic media campaign on the topic.

**Perm Center for Study of Territorial Public Self-Government      \$14,774**

*Perm, Russia*

To increase transparency in local government and develop mechanisms of public control over budget processes in order to reduce corruption by officials. Community representatives, journalists and experts will form a budgetary oversight commission. Working groups will develop amendments to existing laws regulating budget formation and implementation processes. They likewise will develop procedures for introducing a system of competitive bidding for municipal services.

**Amur Branch of Russian Journalists' Union      \$10,865**

*Amur Oblast*

To increase the effectiveness of local government by supporting a project to increase transparency through fact-based analytical journalism in the Amurskaya Oblast. More than 200 journalists will participate in a legal training program that will teach new skills and methods to be used when covering the activities of local government, self-government organs and court proceedings. A legal brochure will be published and distributed and legal consultations on civil rights protection will be provided to journalists and the general public.

**Primorsky Regional Union of Young Lawyers      \$16,397**

*Primorsky Krai*

To increase the effectiveness of local government by supporting a project to increase transparency through fact-based analytical journalism in the Primorsky Krai. Journalists and journalism students will participate in a legal training program that will teach new skills to be used when covering the activities of local government and self-government organs, courts, and the prosecutor's office. A

series of analytical articles will be published in local mass media organs, a web-site will be created and a specialized teleconference via Internet focusing on legal methods of corruption prevention and practices of other countries in this area will be conducted.

**Chitinsky Regional Center for Public Initiatives Support    \$16,806**

*Chita Oblast*

To support more effective and transparent local government through the development of a mechanism for public oversight of local government in the Chitinskaya Oblast. Round-table discussions and a training seminar on non-corrupt budget practices will coincide with public discussions about the local budget. An informational campaign will be launched in the local mass media to inform citizens of their rights in relation to the local government and an anti-corruption program of public initiative groups will be developed.

**Public Organization of Vladivostok's Taxpayers    \$13,590**

*Primorsky Krai*

To further develop the legal system by supporting mechanisms of social monitoring aimed at facilitating transparent operations of the arbitration court system in the Primorsky Krai. The project team will create a database on court decisions and procedures to be placed on a new website, issue a monthly bulletin and conduct a teleconference on the Internet in order to give taxpayers, lawyers, journalists, university law departments and the general public access to information on arbitration court decisions and procedures. In addition, a series of analytical articles will be published in regional newspapers and informational materials will be distributed to legal organizations, institutions of higher education, local mass media and libraries throughout the Primorsky Krai and the rest of the Russian Far East.

**Russian American Education Center    \$16,322**

*Khabarovsky Krai*

To support more effective and transparent local government through the development of a mechanism that encourages civic organizations to become involved in public policy decisions in the Khabarovsky Krai. Public discussions on regional legislation concerning natural resource use, the local budget, state/municipal property management and the election system will be conducted and recommendations will be developed for the regional Duma. Four informational and analytical packets will be published and four training seminars and consultations on civil rights protection for citizens will be conducted.

**Far Eastern State Academy of Economics and Management    \$12,845**

*Primorsky krai, Khabarovsk Krai, Sakhalinskaya Oblast*

To improve the performance of federal and regional government representatives by developing a university-level program on anti-corruption for future government employees and for retraining of present civil servants. The curriculum, based on anticorruption legislation and policies in Russia and the United States, will contain a training manual and will be complemented by trainings to be conducted by American anticorruption specialists. The trainings are to be held in Vladivostok, Khabarovsk and Yuzhno-Sakhalinsk and will be open to students, government employees, the press and local businesses.



**Khabarovsk State Academy for Economics and Law** **\$13,190***Russian Far East*

To increase the effectiveness of local government by involving civic organizations in the evaluation of Khabarovsk's municipal laws and the Khabarovsky Kray codex. Kray and municipal government employees will take part in the seminar that will take the format of a town-meeting. In collaboration with these roundtables/seminars, the educational programs, "Anticorruption Policy and Legislation", and "Professional Etiquette for Public Officials", will be developed for students of legal departments at institutions of higher education throughout the Russian Far East.

**Southern Russia Alternative Conflict Resolution Competition**

*The Eurasia Foundation's Southern Russia office in Saratov conducted a grants competition to support the development of alternative dispute resolution mechanisms through training, public education, and pilot demonstration projects. Alternative dispute resolution programs will support economic reforms over the longer term by providing faster, cheaper, and more effective means of addressing economic and commercial disputes.*

**Legal Reform Center** **\$34,725***Saratov Oblast, Russia*

To develop alternative dispute resolution (ADR) mechanism by providing training and consulting services, presenting recommendations to practitioners and publishing two manuals on ADR and mediation.

**Interregional Public Fund "YugAgroFund"** **\$23,830***Southern Russia*

To increase understanding of alternative dispute resolution mechanisms by supporting the creation of a unique, thematic internet server, organizing four informational seminars in four large cities, and publishing four bulletins, 10-15 articles in regional newspapers, and a specific guidebook. The program audience will be business associations, professional associations, mass media, educational institutions and others.

**Saratov State Law Academy** **\$15,000***Saratov Oblast, Russia*

In support of continuing efforts to improve mechanisms for alternative dispute resolution (ADR) by providing realistic implementation recommendations for private businesses. Articles in regional papers will highlight ADR, while a brochure with specific models will be distributed to businesses. Additionally, a senior-level course will be included into the curriculum of the Academy.

**Volgograd Public Fund for Agricultural Collaboration VolgAgroFund** **\$17,820***Volgograd Oblast, Russia*

To introduce a new alternative economic dispute resolution (ADR) network of four pilot arbitration courts in Oblast raions to deal with disputes related to agricultural issues. The project also involves broad information dissemination through regional and local newspapers, TV and radio to highlight the benefits and efficiency of the arbitration courts.

**Armavir Interregional Chamber of Trade and Commerce \$24,730**

*Krasnodar Krai, Russia*

In support of expanded alternative dispute resolution (ADR) structures to reduce legal barriers in business development. The grant allows opening three representative offices that will provide education and information for more than 760 businesspeople and lawyers regarding the use and effectiveness of ADR, including how ADR clauses can be included into contracts.

**Northern Caucasus Social Institute \$24,710**

*Stavropol Krai, Russia*

North Caucasus Social Institute seeks support to implement a project to create conditions for the development of alternative dispute resolution (ADR) in Stavropol krai. The Institute will provide clinical training for 70 law students annually, introduce a new “Conflict Law” specialization at the Institute and create a mediation clinic.

**Law Faculty of Mary State University \$17,175**

*Republic of Mari-El, Russia*

In support of a Web site providing a comprehensive source of all information relevant to alternative dispute resolution (ADR) in Russia. The site will compile information from a variety of private and government sources and serve as an information clearinghouse for the ADR program of the Eurasia Foundation’s Saratov office.

**Arbitration Court at the Krasnodar Chamber of Trade and Commerce \$24,915**

*Krasnodar Krai, Russia*

To improve conditions for alternative dispute resolution (ADR) by conducting 17 seminars for businesspeople, mediators, lawyers and others interested in the use of ADR mechanisms. An intensive information campaign through regional radio, television and newspapers will highlight the use and effectiveness of ADR in mediating disagreements.

**Bank Association of Tatarstan \$21,445**

*Tatarstan, Russia*

In support of alternative dispute resolution (ADR) through consultations, professional education and seminars that aim to increase awareness of ADR among trained professionals and specialists in a position to use ADR.

**Sochi Chamber of Trade and Commerce \$25,000**

*Krasnodar Krai, Russia*

To promote the development of alternative dispute resolution (ADR) services by expanding the activities of the local Sochi arbitration court. A series of training seminars and internships will increase the professional qualifications of ADR professionals. In addition, an information campaign will inform potential clients of the availability and advantages of ADR as a means of resolving their legal disputes.

**Bryansk Chamber of Trade and Commerce    \$24,440**

*Bryansk Oblast, Russia, Chernigiv Oblast, Ukraine, Homel Oblast, Belarus*

To promote local enterprise development by increasing understanding and utilization of alternative dispute resolution (ADR) mechanisms among local businessmen. Project principles will inform potential clients about the advantages of ADR by organizing an information campaign, conference and a series of seminars. In addition, ten ADR judges will be trained in Moscow, thereby increasing the quality of ADR services available locally.

**Urals Chamber of Trade and Commerce        \$24,750**

*Sverdlovsk Oblast, Russia*

To promote the development of private enterprise by increasing the quality and quantity of available alternative dispute resolution (ADR) services. The project seeks to stimulate demand for ADR services by increasing public awareness of its advantages over the traditional court system in solving economic disputes. In addition, project principles will improve the qualifications of ADR practitioners through the creation of a unique database on NIS and European ADR legislation, a Mediation Institute, and a system of continuing education for arbitration court employees.

**Conflict Resolution Forum/ Interegional Public Movement \$25,505**

*Southern Russia*

To promote private enterprise development by expanding the availability of cost-effective alternative dispute resolution (ADR) services. Project principles will develop an intensive training course on mediation, which will be attended by representatives of eight organizations that provide legal services for local private enterprises. Upon completion of the training program, participants will receive continued support, consultations, and information to assist them in developing ADR services in their own region.

## Strategic Objective 2.2

### Ukraine

#### Open-Door Grants

##### **Association of Ukrainian Cities \$8,870**

###### *Ukraine*

To promote local government reform by drafting a law on territorial creation of local self-governing bodies. The draft law will be developed by highly qualified legislative experts, and will be forwarded for discussion and commentary to more than 220 Ukrainian municipalities.

##### **Search for Common Ground \$162,800**

###### *Donetsk and Odessa, Ukraine*

To increase use of court-referred mediation to resolve commercial, civil and privatization-related disputes through the development of procedures and referral of up to 100 cases for mediation in Donetsk and Odessa. Judges, mediators, lawyers and court coordinators participating in the project will use their experience to propose recommendations to improve the legislative environment for alternative dispute resolution in Ukraine.

##### **Zhytomyr Oblast Branch of International Society of Human Rights \$13,470**

###### *Zhytomyr, Ukraine*

To promote the empowerment of citizens and the bottom-up development of rule of law by providing qualified, cost-free legal information and advice to local residents and NGOs. The grantee will also create a database of civil rights violations and library of human rights literature.

##### **Civil Society Institute \$2,988**

###### *Kyiv, Ukraine*

To strengthen the rule of law and promote more effective oversight of law enforcement agencies in Ukraine through the provision of information to the public concerning their rights while under arrest or detention. The project foresees the preparation of 50,000 pocket information cards and their distribution to the public and human rights NGOs.

##### **International Center for Not-for-Profit Law \$186,019**

###### *Ukraine, Moldova, Belarus, Armenia, Azerbaijan, and Georgia*

To reduce existing obstacles to the development of civic organizations through the creation, reform and implementation of NGO laws that conform to international standards. A newly-formed regional office will provide technical assistance in drafting legislation regarding the legal and tax status of NGOs; promote understanding of the importance of comprehensive NGO legislation among lawyers, government officials, NGO leaders, and scholars; foster cross-sectoral relations between NGOs, business, and government; and establish an on-line legal library.

### **Southern Russia Alternative Conflict Resolution Competition**

*The Eurasia Foundation's Southern Russia office in Saratov conducted a grants competition to support the development of alternative dispute resolution mechanisms through training, public education, and pilot demonstration projects. Alternative dispute resolution programs will support economic reforms over the longer term by providing faster, cheaper, and more effective means of addressing economic and commercial disputes.*

### **Bryansk Chamber of Trade and Commerce \$24,440**

*Bryansk Oblast, Russia, Chernigiv Oblast, Ukraine, Homel Oblast, Belarus*

To promote local enterprise development by increasing understanding and utilization of alternative dispute resolution (ADR) mechanisms among local businessmen. Project principles will inform potential clients about the advantages of ADR by organizing an information campaign, conference and a series of seminars. In addition, ten ADR judges will be trained in Moscow, thereby increasing the quality of ADR services available locally.

## Strategic Objective 2.3

### Armenia

#### Open-Door Grants

##### **American University of Armenia Corporation \$30,600**

###### *Armenia*

To improve the quality of AUA's two-year public policy and management program by institutionalizing an internship program. As participants in this program, second year students will be required to complete internships with various government agencies, resulting in the development of a policy paper.

##### **Public Administration School of the RA \$34,974**

###### *Armenia*

To enhance the professional qualifications of municipal employees through the creation of a standardized system and methodology for training. The grant will support the development and publication of a comprehensive textbook on public administration, the creation of methodological and training materials, and the implementation of a "training of trainers" program.

##### **Gyumri State Pedagogical Institute \$20,455**

###### *Armenia*

In support of agricultural reform in the Shirak region through a combined program of (1) research and public advocacy for rational land utilization, (2) educational curriculum and materials development, and (3) instruction in economic geography and its application to the resources of the region. The research results will be largely used at the local municipality level to regulate agribusiness development. Adjunct advisers and instructors will include experts from Ronco Consulting (USAID's Land Registration and Titling Program) and the U.S. Department of Agriculture.

##### **Gyumri Economic Consulting Service \$34,306**

###### *Armenia*

In support of the development of rural community administration in the Shirak region through the provision of information and communication support for local self-governance entities. Five information centers will be established and a database created on economic, labor, financial, and property resources, along with other demographic information. A training program in budget preparation and information provision to citizens will be conducted, and consulting services to local authorities will be provided.

##### **Community Finance Officers Association \$34,883**

###### *Armenia*

In support of more efficient and transparent local government through the creation of information automation software and its implementation at ten newly-created municipal public information centers. The software will facilitate the analysis of demographic trends and housing availability, and will

provide a budget planning mechanism, along with systems for electronic mapping and automated archiving. The municipal centers will be linked through an e-mail newsgroup to facilitate experience-sharing and joint problem-solving.

**National Survey for Seismic Protection of the RA    \$34,951**

*Armenia*

In support of a comprehensive program to raise awareness of seismic hazards and the role of citizens in emergency preparedness and coordination. The program will develop operational models for intra-governmental and municipality/citizen cooperation, as well as regulations regarding public responsibility. Model documents will be presented at a final conference attended by delegates from Georgia, Azerbaijan, Russia, Turkey and Greece.

## Strategic Objective 2.3

### Belarus and Moldova

#### Open-Door Grants

##### **Rural XXI Sustainable Development Center    \$7,895**

*Moldova, Stefan-Voda*

To raise village residents' living standards by promoting intersectoral regional development planning. Project principals will conduct a series of seminars that will bring together development experts, local and regional authorities, residents and other key government, business and community stakeholders in a cooperative learning environment. Seminar participants will be introduced to rural/small town development strategy and methods and their implementation.

##### **Research Center in Support of Human Development        \$33,650**

*Chisinau, Moldova*

To support activities aimed at developing effective and responsive local government. Project principals will carry out a series of training sessions for civil servants that integrate Western and local innovations and best practices in such fields of activity as community relations, public review of government actions, and administrative practice.



## Strategic Objective 2.3

### Central Asia

#### Open-Door Grants

##### **Condominium Association of Pavlodar \$8,326**

*Kazakhstan*

To support housing reform by conducting a pilot development program in the Pavlodar region. The project will end a three-part program on accounting and audit implementation. Chairmen, accountants, and members of the housing cooperatives will also be trained and consulted on the subjects of legal registration and effective management. The project will help to alleviate a crisis in housing and municipal services caused by the liquidation of the state monopoly .

##### **Soros Foundation - Kazakhstan \$33,941**

*Kazakhstan*

To support a conference on political process reform in Kazakhstan. The project will raise awareness for initiating reform in the sphere of public administration. The long-term goal is to help determine reform priorities which will assist in the creation of a public policy institute during the next two years.

##### **Strategic Research of Government Service Training Center under Kyrgyz State National University \$23,783**

*Kyrgyzstan*

To support improved municipal administration through the establishment of a short-term training program for local officials. In close consultation with an EF grantee in Kyiv, a training curriculum will be developed and implemented. The project will be administered by the Center for Strategic Research on Government Service and Political Science of Kyrgyz State University. The program model was developed in consultation with the Ukrainian government.

##### **Scientific Research Institute of Finance and Prices \$10,796**

*Uzbekistan*

To improve financial resource management within oblast-level municipalities through the development of a new methodology that will improve allocation of current financial resources and help administrations make better investment choices in the future. A seminar for government officials on usage of this methodology will be conducted at the end of the grant period.

##### **Center for Economic and Social Reforms, Ministry of Finance of Republic of Kyrgyzstan \$25,937**

*Chuisкая Oblast, Kyrgyzstan*

To promote local economic development by conducting research on market reform and sociological and economic transformations in the region over the past seven years, and developing a plan to help local governments apply the results of the research. A series of seminars and a final conference will

also be held to share results of the research with local government officials and to discuss various aspects of the research. Recommendations will be sent to the heads of local governments and national government officials.

**Trans Eko Private Scientific Consulting Center      \$9,985**

*Uzbekistan*

To promote reform in the railway system through the publication and dissemination of a book that will discuss necessary reforms and implementation plans. 250 copies of the book will be distributed free of charge; proceeds from the sale of the remaining 750 copies will be used to further develop training programs for economists and managers of the national transportation system.

**For Ecologically Clean Fergana \$16,287**

*Fergana Oblast, Uzbekistan*

To support the first stage of the creation of an inter-makhalla consultative center, which aims to work with makhallas in the region to increase citizen participation in decision-making and improve the standard of living within these communities. The grant will establish an electronic connection between the existing Regional Information Center and the new consultative center; create an electronic database on activities within the makhallas; create a system of information exchange; and develop and disseminate a model of standardized regulations for makhalla committees.

**Namangan State University      \$34,015**

*Namangan Oblast, Uzbekistan*

To support the development and introduction of a new masters degree program, “Public Administration and Municipal Economy” at Namangan State University. Curricula, training programs and textbooks will be developed in partnership with the Institute of Municipal Management from Obninsk, Russia. The grant will also include several seminars to exchange experience and information between teachers and administrators in Namangan and Obninsk.

**Center of Municipal Servants Training \$32,604**

*Leninabad Oblast, Tajikistan*

In support of the creation of a sustainable training program for instructing and retraining government workers in municipal economics, management, financial-accounting management and tax legislation management. The project also envisions the creation of short-term training courses for sixty local government workers, including economists, administrators, managers, accountants, and legal specialists.

**Tashkent State Economics University \$34,530**

*Uzbekistan*

To support the introduction of a new bachelors degree program “Municipal Management and Economics”. The project aims to analyze established municipal management programs through partnerships with The Urban Institute Field Office for the Caucasus and Central Asia, The American University of Armenia, as well as with several Russian universities. A suitable program of study, including new curricula, training programs and a textbook, will then be developed. A retraining program for municipal workers is also planned.

**Namangan Resource Center Ltd      \$34,985**

*Namangan Oblast, Uzbekistan*

To support the development of financially sustainable program to train local government workers in public administration in the Ferghana Valley. Curricula and training materials will be developed in partnership with the University of Maryland (USA).

## Strategic Objective 2.3

### Georgia

#### Open-Door Grants

##### **Social Research Center    \$22,187**

###### *Georgia*

To promote the accountability of public officials by improving the qualifications of journalists to report on democratic processes. Through a series of interactive seminars on the role of media in transitional democratic societies, the project will address the importance of informative and investigatory journalism in promoting transparency. More than 50 journalists from leading independent media outlets will take part in the training.

##### **Union Inter Law    \$23,806**

###### *Georgia*

To enhance the effectiveness of government officials in their political and economic interactions with other countries and international organizations through the publication of the first Georgian reference book on international law. One thousand copies of the reference book will be published and distributed free of charge among governmental agencies, members of parliament, universities, libraries, NGOs, and media entities.

## Strategic Objective 2.3

### Russia

#### Open-Door Grants

##### **O-GIS Ltd    \$22,317**

*Obninsk, Russia*

To improve private enterprises access to government information and decisions affecting the business community. Updated information on municipal tenders, land tax rates and the sale and rental of municipal property will be provided by the municipal government on its web-site.

##### **Fund for Small Business Support of Obninsk            \$23,323**

*Obninsk, Kaluga Oblast, Russia*

To stimulate private sector development by simplifying and automating registration procedures for new businesses. Databases of seven government departments regulating registration will be consolidated and linked to the Internet, allowing required documents to be printed out automatically once the entrepreneur has filled out a single computer form. Information about the new registration procedures, related regulations, and most frequently asked questions will be distributed widely in the community and published on the Internet. The project is modeled on the successful experience of another town in Russia where implementation of a similar system for simplifying business registration is on track to double the number of businesses registered in one year.

##### **Business and Education Center for Private Enterprise Support    \$22,754**

*Chita Oblast, Russia*

To raise the qualifications of at least 60 representatives of executive and legislative bodies in the region with the aim of creating more favorable legal and financial conditions for small and medium business through an informational and educational program in the area of budget finance management, investment policy and taxation. Regional programs for enterprise support will be developed, examined by experts, and discussed at round tables by local businessmen and entrepreneurs. It is expected that these programs will meet local economic and enterprise needs and will help improve the economic stability of the region as a whole.

##### **Karelia Local Self-Government Association    \$23,489**

*Republic of Karelia, Russia*

For a program to train more than 700 municipal administrators and deputies in the provisions and requirements of federal and regional laws regarding local self-government. The goal of the training is to enable officials in Karelia to develop more effective local laws and regulations in compliance with regional and federal guidelines. The project also involves compiling a database of federal and regional laws on local self-government.

##### **Legal Society            \$22,172**

*Novosibirsk Oblast, Russia*

In support of a program to increase the transparency and public oversight of military recruitment and

military service. The program involves a series of public education and assistance activities that will inform recruits and their families of their rights and responsibilities regarding military service. A permanent commission comprised of oblast deputies and civic leaders will be set up to monitor military recruiting procedures and conditions of military service.

**Ryazan Chamber of Real Estate \$25,231**

*Ryazan Oblast, Russia*

For the creation and publication of a textbook on issues of local self-government for use in municipal education centers.

**Institute for Urban Economics \$29,365**

*Yaroslavl, Russia*

In support of a project to help municipal officials analyze the impact of the economic crisis on their city and develop a set of measures that will help the city recover by drawing on its own resources. The project will be conducted on a pilot basis in Yaroslavl, where Institute experts will gather information about the city budget and social and economic policies. Then the Institute will lead working group sessions with the mayor and city officials to review policies and develop anti-crisis measures.

**Center for the Development of Democracy and Human Rights \$34,996**

*Russia*

To promote more effective fiscal management of municipal funds and improved city service delivery by introducing competitive bidding mechanisms for municipal or social services in several regions of Russia. The project includes development of RFPs and related procedures for use by local administrations in introducing pilot competitive mechanisms; provision of consultations to administrations in conducting the competitions; and dissemination of examples of best practices of competitive bidding.

**Fund for Support of Municipal Reforms \$19,610**

*Yaroslavl, Kostroma, and Vologoda oblasts, Russia*

To promote more effective and accountable local government by reducing legal barriers to the development of residentially-based self-government organizations (TOS) in the three targeted regions, and improving the knowledge and skills of TOS managers. Up to 400 activists will receive training on existing laws regulating TOS activities and relations with local government structures. Suggested amendments to existing regulations will be drafted and presented to local authorities.

**Union of Russian Cities, Representative Office in St. Petersburg and \$16,756  
Leningrad Oblast**

*Leningrad oblast, Russia*

In support of municipal government reform through the development and implementation of mechanisms to demonopolize municipal service enterprises in the target region. As a result of the project, one municipal service enterprise in the region will be privatized. Analysis of this experience and an accompanying methodological booklet on privatization in the sphere of municipal services will be published and distributed to facilitate demonopolization efforts in other municipalities.

**Institute of Municipal Management     \$32,975***Russia*

To promote more effective fiscal management in local government by developing recommendations for improving competitive bidding mechanisms for municipal services, including through the development of social investment funds and community foundations. Research on current practices and an online conference of experts will produce recommendations for municipal governments on how to achieve economic efficiencies, ensure the integrity of the bidding process, and involve citizens in decision-making processes. Recommendations will also be developed on the design of a follow-on program to introduce these reforms in targeted municipalities. Officials from thirty municipalities will be invited to participate in a concluding seminar to discuss implementation of best practices.

**Tver Humanitarian Municipal Institute \$34,959***Tver, Russia*

To foster mechanisms that mobilize local human and financial resources in addressing community development issues. The local administration and community members collaboratively will develop for review by the city дума a packet of normative regulations governing competitive bidding mechanisms for municipal social services, including procedures to ensure the participation of community members in setting funding priorities. Municipal workers, selection committee members, and potential applicants will receive specialized training in competition administration and project evaluation. Comprehensive information on the initiative will be published on the Internet.

**Administration of City of Perm     \$34,990***Perm, Russia*

To foster mechanisms that mobilize local human and financial resources around community development issues. The city administration will organize a competitive bidding to invest municipal funds in improving social conditions in the city. The grant funds also include donations from local business. City officials and community members collaboratively will discuss and establish priorities and procedures of the competition, conduct specialized training for competition administrators and potential applicants, monitor project implementation, and evaluate project outcomes.

**Administration of City of Tyumen     \$27,611***Tyumen, Russia*

To foster mechanisms that mobilize local human and financial resources in addressing community development issues. The local administration will develop and introduce improvements to its competitive bidding mechanism in order to more effectively target municipal funds on priorities determined by community members and the municipal administration. The project also entails development of competition procedures and training of municipal workers.

**Department of Youth Affairs, Vladimir City Administration \$31,328***Vladimir, Russia*

To foster mechanisms that mobilize local human and financial resources in addressing community development issues. The local administration and community members will develop a municipal grant competition after analyzing results from last year's pilot competition, and introduce appropriate

corrections. Improvements will focus on competition procedures, creating a mechanism to involve community members in setting priorities, and training municipal workers, selection committee members, and potential applicants.

**Fund Institute for Urban Economics \$27,778**

*Central Russia*

To foster mechanisms that mobilize local human and financial resources—including especially residential self-governing organizations—in addressing community development issues. An evaluation will be conducted of a 1997 EF competition to promote more effective, responsive, and accountable local government in 17 cities, and mechanisms developed and implemented to facilitate the restructuring management. Business plans will be gathered into a database to be put on various web sites and presented to banks and finance corporations. It is expected that this training will allow business managers to transform large unproductive industries into smaller more effective enterprises.

**Resources Development Foundation \$62,065**

*Russia*

To assess the outcomes of pilot zoning reform programs conducted in nine Russian cities. A team of Russian and US experts will prepare a report highlighting best practices and lessons learned from zoning reforms to date in Russia. The report will contribute to more effective regulation of land use and development by helping municipal officials throughout Russia understand the conceptual, technical, legal, and political factors that contribute to the success or failure of zoning reforms. Zoning regulations promote privatization, investment, and business development, as well as more effective and transparent municipal management.

**Public Administration Competition in the Russian Far East**

*With the breakdown of the command economy and increasing autonomy from central decision-makers, local and regional governments in the Russian Far East face the challenge of reorganizing their functions and services. Reforms are needed in regional legislation, decision-making structures, fiscal management, and mechanisms for service delivery. The 1999 Public Administration Competition in the Russian Far East supports innovative programs to address these needs at the local and regional level.*

**Institute of Automation and Management Process \$29,490**

*Primorsky Krai, Russia*

To improve management of the state transportation complex by creating an automated information system for forecast, analysis and the development of the transportation industry. A group of scientists involved with the development of the system will then provide training for government officials and employees of the regional administration and its committees, local administrations, customs and transportation organizations.

**Ministry of Economy and International relations of the Republic of Buryatia \$26,130**

*Buryat Republic, Russia*

To promote sound financial management through the implementation of an educational program on budget planning and the usage of an automated information system for calculating budget expenditures



in financial organs of local self-government. The project specialists and teachers will develop training materials based on Russian and foreign experience, and specifics of each district of Buryatia. They will then present a series of seminars for at least 20 heads of the regional districts' administrations and at least 100 employees of economic and financial departments. The seminars will combine lectures and case studies that will allow for open discussion and opinion exchange between seminar participants.

**Far Eastern Center for the Development of Education      \$32,139**

*Russian Far East*

To improve the professional qualifications of civil servants by developing new methods and demand-driven educational programs based on identifying important issues and research. A newly created Far Eastern Center for Self-government will develop training materials, organize seminars and provide consultations for local government officials, publish an information digest, and place materials on a web page. The center will introduce new and innovative methods to improve the entire governmental system.

**North-East Interdisciplinary Scientific and Research Institute      \$30,044**

*Magadan Oblast, Russia*

To improve the efficiency of public administration through advanced training in analytical decision-making and information technologies for government and municipal officials. The seminars will be followed by consultations and round-table discussions where representatives from various government organizations will discuss common standards of information storage and access, and develop mechanisms of information exchange when working on social-economic programs and making decisions.

**Institute of Mongolian, Tibetan and Buddhist Studies      \$29,375**

*Buryat Republic, Russia*

To increase the efficiency of local self-government through the improvement of personnel management policies. The project specialists will conduct research, study the experience of other regions and develop recommendations to introduce new and innovative methods of recruiting and management in self-government organs. To improve information supply within municipal entities in this area the project team will organize a seminar for the heads of local administrations and employees of personnel departments who will then implement these strategies in their respective organizations. The organizers will then publish a series of materials on the seminar topics in three republican newspapers, and monitor and analyze the implementation of the new methods in self-government organs.

**Comprehensive School of the Khabarovsk Kray Administration's Housing Department      \$32,495**

*Khabarovsk Krai, Russia*

To foster housing reform by implementing an educational program for property managers, owners and renters. A consulting center will provide free access to a library of special literature, present seminars on effective housing management, and organize round-table discussions. This will facilitate experience exchange and increase the number of new co-owners' associations.

**Housing Department of the Jewish Autonomous Oblast    \$29,722**

*Jewish Autonomous Oblast, Russia*

To foster housing reform by implementing an educational program for municipal employees and rendering consultations for the general public. A consulting center's specialists will compile a database of legal documents and informational materials relevant to housing reform, provide consultations to the general public, develop new curricula and educational materials, and present a series of seminars. As a result, at least 120 real estate specialists and representatives of cooperative ownership associations will improve their housing management skills.

**NGO Consulting, Educational and Methodic Center IRIS    \$28,068**

*Kamchatka Oblast, Russia*

To improve and implement a regional employment program by joining efforts and resources of governmental and alternative employment agencies. A newly created coordinating center will conduct research on the labor market, create a database of vacancies at enterprises, publish analytical materials and distribute them to organizations participating in information exchange. This will increase the effect of employment services rendered.

**Magadan Branch of Institute of Management and Economy    \$28,156**

*Magadan Oblast, Russia*

To promote greater public participation in local government affairs. The project involves seminars, working meetings and media coverage of interaction between the public and local authorities.

**State Educational Center of Housing Committee of the Republic of Buryatia    \$29,759**

*Buryat Republic*

To support housing reform by encouraging the creation of cooperative ownership organizations. The project will create an educational and consulting center to study Russian and foreign housing management, and provide legal and economic assistance and information to the general public.

**Yurist Service Agency    \$30,402**

*Buryat Republic, Russia*

To increase the efficiency of local self-government by providing access to legal information and developing model legal documents to help municipal entities create regulations relevant to their basic activities. The project includes the compilation of a legal database, analysis of federal and regional laws relevant to self-government, study of the experience of the republic and other regions, and the development of model documents.

**Administration of Elizovo District Municipal Unit    \$16,359**

*Elizovo District, Kamchatka Oblast, Russia*

To increase the efficiency of self-government by increasing access to legal information for the deputies and specialists of representative and executive organs as well as the general public. The project specialists will study legal initiatives of municipal entities in other regions, create a database of legal documents and analytical materials, and help produce a newspaper column covering the issues of self-government.

## Strategic Objective 2.3

### Ukraine

#### Open-Door Grants

##### **Kharkiv Institute of Management      \$21,380**

*Kharkiv, Ukraine*

To improve the functioning of condominium associations in the Kharkiv region and to support a new paradigm in the housing and communal services sectors. The project includes the publication and distribution of a condominium management guide and the provision of regular consulting services.

##### **United States Association of Former Members of Congress      \$287,084**

*Ukraine*

To promote the professional development of the national legislature and leadership training for exemplary youth by continuing support for an internship program in the Verkhovna Rada. Each year, the program places 55 qualified graduates in positions with legislative committees and various legislative support offices in order to address the Rada's shortage of legislative staff. Intern responsibilities include legislative drafting, research and analysis, and preparation of briefing papers.

##### **Ukraine Municipal Development Partnership Competition**

*The Ukraine Municipal Development Program is a joint initiative of the Eurasia Foundation's West NIS Regional Office, together with the International Renaissance Foundation, Open Society Institute, and C.S. Mott Foundation. This program is designed to improve the current system of local self-government in Ukraine by identifying, supporting, and publicizing successful innovative models of cooperation between city administrations, business association, and NGOs. The program includes several projects to enable local citizens to participate in the design of local government reform. The Municipal Development Partnership Competition is one such initiative. Through this competition, grants were awarded for projects jointly designed and implemented by municipal government agencies and local organizations, both private and nongovernmental, in Ukrainian cities whose populations range from 50,000 to 500,000. Twelve grants were awarded under this competition.*

##### **Center for the Socio-Economic Development of Black Sea Region      \$25,000**

*Mykolaiv, Ukraine*

To promote citizen participation in local decision-making processes by supporting intersectoral partnerships between local government, civic organizations and entrepreneurs. The project will include joint research, analysis, consulting and public education on important issues such as the city charter, municipal budgets, business development and housing reform. Public information centers and advisory councils will enable the residents of Mykolaiv to present their recommendations on community development to local authorities.

##### **Nova Khvyliya Association \$24,970**

*Ternopil, Ukraine*

To support the development of a favorable business environment and increase the efficiency and

responsiveness of local government by implementing programs on “Regulatory Reform at the Local Level” and “ Building System Integrity.” A group of local experts will develop recommendations for officials on encouraging private business development and raising the level of public trust in city government. These recommendations and related materials will be made public at hearings, seminars and workshops targeted at various sectors of the citizenry.

**Khmelnytskyi City Council            \$25,000**

*Khmelnytskyi, Ukraine*

To improve the processing of utilities payments and housing subsidy distribution to city residents by upgrading the information systems of responsible municipal service providers. The project includes the purchase and installation of equipment, software development, and comprehensive training of personnel.

## **Appendix D:**

### **Status of Loan Portfolio as of September 30, 1999**

# Eurasia Foundation Small Business Loan Programs

## September 30, 1999

Anelik Bank, Yerevan								
Location of Business	Activities	Amount Given	Balance (30.09.99)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Yerevan	Bakery	\$25,000	Repaid	\$0			\$25,000	2
Ashtarak	Greenhouse	\$25,000	Repaid	\$0		\$6,000	\$19,000	14
Abovian	Textiles (socks)	\$15,000	\$14,226	Charge Off	\$14,226	\$5,800	\$9,200	0
Yerevan	Computer equip. sales & service	\$20,000	Repaid	\$0		\$20,000		4
Aramus (Kotai)	Bakery and soft drinks	\$25,000	Repaid	\$0			\$25,000	5
Yerevan	Brake shoes and press tools	\$25,000	Repaid	\$0			\$25,000	5
Yerevan	washing machine manufacturer	\$20,000	Repaid	\$0		\$20,000		16
Arzni (Kotai)	Bakery and macaroni	\$25,000	Repaid	\$0		\$3,500	\$21,500	4
Yerevan	Fast food restaurant	\$25,000	Repaid	\$0		\$2,450	\$22,550	4
Yerevan	Shampoo/personal care products	\$24,800	Repaid	\$0		\$24,800		4
Yerevan	Retail pavilion construction	\$20,000	Repaid	\$0		\$20,000		3
Yerevan	Distribution/warehousing	\$21,550	Repaid	\$0		\$16,500	\$5,050	2
Gyumri	Bakery	\$11,750	Repaid	\$0			\$11,750	10
Aragjugh	Sheep farm	\$12,000	Repaid	\$0		\$9,000	\$3,000	5
Dzoraghpiur	Food processing (jam, tomatoes)	\$25,000	Repaid	\$0		\$25,000		35
Yerevan	Furniture, door, window frames	\$24,500	Repaid	\$0		\$24,500		5
Arzni (Kotai)	Concrete blocks and plates	\$25,000	Repaid	\$0		\$18,800	\$6,200	3
Yerevan	Manf- chandeliers	\$23,000	\$14,751	Charge Off	\$14,751	\$23,000		0
Ararat	Pig farm	\$19,000	Repaid	\$0		\$15,100	\$3,900	3
Maralik (Shirak)	Bakery	\$23,540	Repaid	\$0		\$8,500	\$15,040	4
Ararat	Dairy farm	\$18,750	Repaid	\$0		\$18,750		3
Gokht	Dairy farm	\$19,420	Repaid	\$0		\$19,420		5
Yerevan	Fast food restaurant	\$45,000	Repaid	\$0		\$23,656	\$21,344	4
Jrarat(Shirak)	Dairy farm	\$23,000	\$6,170	\$6,170		\$18,000	\$5,000	2
Gyumri	Socks&Stockings production	\$7,000	Repaid	\$0		\$7,000		15
Yerevan	Open air cafe	\$45,850	Repaid	\$0		\$30,040	\$15,810	7
Dzoraghpiur	Food processing (jam, tomatoes)	\$50,000	Repaid	\$0		\$50,000		20
Gyumri	Socks&Stockings, uniforms	\$30,000	Repaid	\$0		\$1,500	\$28,500	35
Gyumri	TV Company	\$18,000	Repaid	\$0		\$18,000		10
Yerevan	Food packng, cafe	\$50,000	Repaid	\$0		\$44,450	\$5,550	5
Hrazdan	Pig farm	\$25,000	\$13,100	\$13,100		\$23,250	\$1,750	4
Ararat	Dairy farm	\$18,000	\$4,000	\$0		\$16,500	\$1,500	4
Yerevan	Furniture, door, window frames	\$20,000	Repaid	\$0		\$2,719	\$17,281	15
Abovian	Hotel /Restaurant	\$50,000	Repaid	\$0		\$50,000		31
Gyumri	Sour-cream&curds	\$12,800	\$4,650	\$0		\$10,000	\$2,800	2
Yerevan	Textiles/clothes	\$35,000	Repaid	\$0			\$35,000	16
Yerevan	Audio/video equipment	\$30,000	Repaid	\$0			\$30,000	4
Gyumri	Cheese produc	\$30,000	\$19,491	\$0		\$24,000	\$6,000	4
Vedy	Pig&Diary farm	\$20,000	\$5,400	\$0		\$8,000	\$12,000	4
Gyumri	Textile prod.	\$30,000	\$4,400	\$0		\$20,000	\$10,000	2
Yerevan	Stationary	\$16,000	Repaid	\$0		\$6,020	\$9,980	4
Gyumri	Market construction	\$40,000	\$2,500	\$0			\$40,000	3
Yerevan	Restaurant	\$40,000	\$18,800	\$0		\$40,000		5
Yerevan	Beauty Salon, Dentist, hot dog, tape recording, fax services, legal consult.							
Yerevan	Restaurant	\$25,000	\$9,500	\$0		\$14,200	\$10,800	6
Yerevan	Cinema&Bar	\$45,000	\$19,500	\$0		\$26,980	\$18,020	14
Hrazdan	Beef,pork,milk,eggs	\$22,000	\$8,000	\$0			\$22,000	5
Gyumri	Cafe/restaurant and foodstuffs	\$30,000	\$26,000	\$26,000		\$14,700	\$15,300	13
Yerevan	Drug store/services	\$15,000	\$6,700	\$0		\$9,300	\$5,700	6
Abovian	Glass bottles production	\$100,000	\$7,000	\$0			\$100,000	0
Yerevan	Beauty Salon	\$25,000	Repaid	\$0		\$10,500	\$14,500	6
Azatan, Shirak reg	Restaurant/hotel	\$40,000	\$22,000	\$0			\$40,000	19
Yerevan	Super Market	\$50,000	\$48,000	\$8,000		\$25,390	\$24,610	5
Dzoraghpiur	Food processing (jam)	\$100,000	\$48,462	\$0			\$100,000	0
Yerevan	Textile prod.	\$65,000	\$25,850	\$0			\$65,000	0
Yerevan	Food store, bakery	\$20,000	\$11,000	\$0		\$20,000		6
Yerevan	Photo Salon	\$20,000	\$11,300	\$0		\$20,000		2
Gyumri	Bakery	\$12,000	\$8,900	\$0		\$1,900	\$10,100	4
Yerevan	Dentistry services	\$35,000	\$33,342	\$33,342		\$35,000		5
Yerevan	Photo Salon	\$15,000	\$11,735	\$0		\$15,000		3
v. Voskevaz	Poultry & Pig Farm	\$20,000	Repaid	\$0			\$20,000	15
Gyumri	TV Company	\$10,000	\$6,000	\$0		\$6,780	\$3,220	2
Gyumri	Dentistry services	\$20,000	\$16,725	\$0		\$20,000		6
Yerevan	Restaurant	\$100,000	\$95,000	\$0		\$23,000	\$77,000	13
Yerevan	Butter packaging	\$35,000	\$31,820	\$0		\$1,550	\$33,450	2
Yerevan	refrigerator storing	\$35,000	\$35,000	\$0		\$23,550	\$11,450	9
Katnaghbyur vil.	Farm	\$29,000	\$8,700	\$0			\$29,000	3
Yerevan	Fitness center	\$25,000	\$25,000	\$0		\$25,000		10
Yerevan	Car service	\$40,000	\$40,000	\$0		\$40,000		12
TOTALS/AVERAGES		\$2,056,960	\$668,812	\$86,612	\$28,977	\$1,019,300	\$1,037,660	508

Lend Bank, Yerevan								
Location of Business	Activities	Amount Given	Balance (30.09.99)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Yerevan	Wire & cable manf	\$49,500	Repaid	\$0			\$49,500	15
Maykovsky (Kotai)	Men's underwear	\$9,800	\$8,800	Charge Off	\$8,800	\$1,000	\$8,800	5
Lernagog	Dairy farm/cheese	\$15,000	\$8,208	Charge Off	\$8,208	\$14,200	\$800	8
Hakhtsk	Dairy farm/cheese	\$10,800	Repaid	\$0		\$9,600	\$1,200	7
Daralik	Dairy farm/cheese	\$13,000	Repaid	\$0		\$10,000	\$3,000	7
Yerevan	Computer sales/serv	\$45,000	Repaid	\$0		\$45,000		4
Yerevan	Fast food rest.	\$29,000	Repaid	\$0		\$16,000	\$13,000	0
Yerevan	Barber&Beauty services	\$25,000	Repaid	\$0		\$7,000	\$18,000	24
Yerevan	Transportation services	\$5,000	Repaid	\$0		\$5,000		1
Yerevan	Plastic goods	\$45,000	Repaid	\$0		\$3,000	\$42,000	8
Echmiadzin, Armavir	Dietetic hen eggs	\$50,000	Repaid	\$0		\$33,750	\$16,250	0
Akhtanak	Hen meat	\$50,000	\$4,600	\$0		\$1,918	\$48,082	4
Lusaghbur (Shirak)	Grain mill	\$15,000	Repaid	\$0			\$15,000	5
Ashtarak	Grain mill	\$15,000	Repaid	\$0			\$15,000	3
Gavar	Wool cleaning	\$25,000	Repaid	\$0		\$8,720	\$16,280	20
Yerevan	Smithy	\$5,200	Repaid	\$0		\$5,200		7
Yerevan	Concrete production	\$40,000	Repaid	\$0		\$24,800	\$15,200	5
Yerevan	Wallpaper,plastic bags production	\$20,000	Repaid	\$0		\$9,000	\$11,000	2
Jraber	Greenhouse	\$25,000	\$18,999	\$18,999		\$23,000	\$2,000	2
Hrazdan	Grain mill	\$15,000	Repaid	\$0			\$15,000	1
Bourastan	Fish Farm	\$25,000	Repaid	\$0		\$2,000	\$23,000	5
Talin	Grain mill	\$15,000	Repaid	\$0			\$15,000	2
Ashtarak	Grain mill	\$15,000	Repaid	\$0			\$15,000	1
Yerevan	Capsules prod.	\$84,750	\$30,750	\$0		\$60,000	\$24,750	8
Yerevan	Dental prosthesis	\$15,000	Repaid	\$0		\$15,000		8
Sisian	Grain mill	\$15,000	Repaid	\$0			\$15,000	0
Yerevan	Grain mill	\$15,000	Repaid	\$0			\$15,000	0
Yerevan	Trout feed	\$49,300	Repaid	\$0		\$7,300	\$42,000	8
Tairov	Drilling prod	\$48,000	Repaid	\$0		\$2,100	\$45,900	15
Dilijan	Mineral water	\$36,040	\$28,000	\$10,000		\$6,000	\$30,040	4
Yerevan	Wood processing	\$20,000	Repaid	\$0		\$12,860	\$7,140	4
Yerevan	Grain mill	\$15,000	Repaid	\$0			\$15,000	0
vil. Arevshat	Grain mill	\$15,000	Repaid	\$0			\$15,000	3
vil. Akounk	Grain mill	\$15,000	Repaid	\$0			\$15,000	0
Tsakhgadzor	Grain mill	\$15,000	Repaid	\$0			\$15,000	2
Yerevan	Grain mill	\$15,000	Repaid	\$0			\$15,000	2
Yerevan	Grain mill	\$15,000	\$2,500	\$0			\$15,000	2
Yerevan	Grain mill	\$15,000	\$2,500	\$0			\$15,000	0
Yerevan	Grain mill	\$15,000	\$2,500	\$0			\$15,000	2
Yerevan	Computer sales/serv	\$49,525	\$3,360	\$0			\$49,525	3
Yerevan	Grain mill	\$10,000	\$27,500	\$0			\$10,000	0
Yerevan	Barber&Beauty services	\$35,800	\$30,925	\$30,925		\$35,800		39
Lusaghbur (Shirak)	Grain mill	\$49,230	\$43,080	\$43,080			\$49,230	5
Stepanavan	Dairy/pig farm	\$68,000	\$46,200	\$0		\$60,000	\$8,000	6
Akunk, Kotai region	Poultry farm	\$29,431	\$13,591	\$0			\$29,431	8
Yerevan	Technical ethyl spirit production	\$45,500	\$25,460	\$0		\$14,000	\$31,500	8
Yerevan	Leather Goods production	\$33,902	\$30,002	\$30,002		\$1,000	\$32,902	9
Yerevan	Chandeliers& elements prod	\$25,000	\$9,820	\$0			\$25,000	3
Karbi	Canned foods	\$30,000	\$9,000	\$0		\$5,000	\$25,000	2
Yerevan	Furniture Production	\$12,000	\$7,640	\$0		\$3,000	\$9,000	3
Echmiadzin, Armavir	Poultry farm	\$100,000	\$60,901	\$0		\$100,000	\$0	15
v. Mekhradzor	Wood processing	\$12,600	\$11,460	\$1,140		\$3,500	\$9,100	3
Yerevan	Dental prosthesis	\$34,700	\$26,030	\$0		\$24,100	\$10,600	7
Bourastan	Fish Farm	\$25,000	\$23,555	\$0			\$25,000	0
Yerevan	Bakery	\$54,460	\$44,560	\$0		\$27,700	\$26,760	20
Yerevan	Cloths prod.	\$30,050	\$24,650	\$0		\$6,000	\$24,050	6
Yerevan	Bread	\$34,984	\$33,990	\$0		\$34,984		15
TOTALS/AVERAGES		\$1,645,572	\$578,581	\$134,146	\$17,008	\$637,532	\$1,008,040	346

Armimpex Bank, Yerevan - Inactive								
Location of Business	Activities	Amount Given	Balance (30.09.99)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Yerevan	Plastic Pkg	\$41,995	Repaid	\$0			\$41,995	14
Razdan	Shrinking&packing machine	\$49,726	Repaid	\$0		\$29,000	\$20,726	21
Yerevan	Emulsion production	\$16,000	Repaid	\$0			\$16,000	9
Balahovit (Kotai)	Small-size mills production	\$24,700	Repaid	\$0		\$18,300	\$6,400	25
Yerevan	Photo Studio	\$25,000	Repaid	\$0			\$25,000	7
Yerevan	Electric plates for stoves	\$14,000	Repaid	\$0			\$14,000	6
Yerevan	Knitted goods	\$25,000	\$7,233	\$7,233		\$2,800	\$22,200	41
<b>TOTALS/AVERAGES</b>		\$196,421	\$7,233	\$7,233	\$0	\$50,100	\$146,321	123

Shirakinvest Bank \$250 000								
Location of Business	Activities	Amount Given	Balance (30.09.99)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Gyumri	Medical Center	\$14,500	\$2,992	\$0		\$14,500		0
Guimry	Shoes	\$97,000	\$36,700	\$16,700			\$97,000	10
Guimry	Bread&Cafe	\$10,000	Repaid	\$0		\$3,000	\$7,000	0
Guimry	Sewing production	\$15,000	\$15,000	\$15,000		\$9,600	\$5,400	10
v. Shirakavan	Dairy, pig, sheep farm	\$17,000	\$15,110	\$15,110		\$6,000	\$11,000	6
Artik	Cannery/fruit processin	\$37,600	\$37,600	\$37,600			\$37,600	7
Maralik, Shiraki reg	Dairy,cattle,pig farm	\$10,000	\$8,600	\$0		\$4,800	\$5,200	0
Panic	Pig breeding	\$15,000	\$12,599	\$1,199			\$15,000	2
<b>TOTALS/AVERAGES</b>		\$216,100	\$128,601	\$85,609	\$0	\$37,900	\$178,200	35

<b>Total Armenia SBLP</b>	<b>\$4,115,053</b>	<b>\$1,383,226</b>	<b>\$313,600</b>	<b>\$45,985</b>	<b>\$1,744,832</b>	<b>\$2,370,221</b>	<b>1012</b>
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Aval Bank, Kyiv - Inactive								
Location of Business	Activities	Amount Given	Balance (30.09.99)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Brovari	Mayonnaise	\$25,000	Repaid	\$0		\$25,000	\$0	12
Kharkiv	Thermostats	\$25,000	Repaid	\$0		\$25,000	\$0	15
Kyiv	Sausage	\$50,000	Charge Off	Charge Off	\$45,692	\$50,000	\$0	0
Belaya Tserkov	Sausage	\$50,000	Repaid	\$0		\$50,000	\$0	17
Kharkiv	Bakery	\$20,000	Repaid	\$0		\$20,000	\$0	5
Dnipropetrovsk	Computer assembly	\$50,000	Repaid	\$0		\$50,000	\$0	9
Donetsk	Yogurt	\$50,000	Repaid	\$0		\$50,000	\$0	27
Kharkiv	Book publisher	\$50,000	Repaid	\$0		\$50,000	\$0	16
Zaporizhia	Butter and casein	\$50,000	Charge Off	Charge Off	\$25,000	\$50,000	\$0	0
<b>TOTALS/AVERAGES</b>		\$370,000	\$0	\$0	\$70,692	\$370,000	\$0	101

Bank Agio, Kyiv								
Location of Business	Activities	Amount Given	Balance (30.09.99)	Principal overdue	Charge Off	*Use of Loan Proceeds		Jobs Created
						CE	RM/INV	
Kyiv	Travel Agency	\$60,000	\$3,750	\$0		\$60,000	\$0	20
Kyiv	Car wash	\$6,600	\$0	\$0		\$6,600	\$0	14
Kyiv	Shoe production	\$100,000	\$0	\$0		\$0	\$100,000	45
Kyiv	Photo services	\$100,000	\$50,000	\$0		\$100,000	\$0	2
Kyiv	Food stores, pharmacy, beauty salon	\$60,000	\$35,455	\$0		\$60,000	\$0	20
Kyiv	Nut processing	\$13,200	\$7,425	\$0		\$0	\$13,200	2
Kyiv	Lumber processing	\$30,000	\$24,783	\$0		\$0	\$30,000	6
Kyiv	Shoe Maker	\$50,000	\$50,000	\$0		\$0	\$50,000	30
Kyiv	Lumber processing	\$93,528	\$93,528	\$0		\$93,528	\$0	15
<b>TOTALS/AVERAGES</b>		\$513,328	\$264,940	\$0	\$0	\$320,128	\$193,200	154

<b>Total Ukraine SBLP</b>	<b>\$883,328</b>	<b>\$264,940</b>	<b>\$0</b>	<b>\$70,692</b>	<b>\$690,128</b>	<b>\$193,200</b>	<b>255</b>
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The Eurasia Foundation  
1350 Connecticut Ave., NW  
Suite 1000  
Washington, D.C. 20036

[www.eurasia.org](http://www.eurasia.org)